
UNITED STATES DEPARTMENT OF LABOR
EMPLOYMENT AND TRAINING ADMINISTRATION
STRATEGIC PLAN
FY 1997 - FY 2002

I.	MISSION	3
II.	VISION	3
III.	STRATEGIC GOALS	5
	INTRODUCTION	5
	FISCAL YEAR 1997 OVERVIEW	6
	EMPLOYMENT AND TRAINING ADMINISTRATION'S SIX STRATEGIC GOALS	7
	GOAL 1	9
	Improve systems to enhance and leverage investments in service delivery for youth, adults and employers, and to improve the functioning of labor markets.	
	GOAL 2	13
	Expand the effectiveness of the temporary income maintenance programs in order to meet the needs of the 21st century economy while continuing to deliver high quality and timely service to customers.	
	GOAL 3	20
	Increase the number of America's youth, particularly at-risk youth, who make a successful transition into the labor force resulting in self-sufficiency.	
	GOAL 4	24
	Maximize employment for adult unemployed, disadvantaged, welfare recipients, people with disabilities, and dislocated workers, including those impacted by trade policies.	
	GOAL 5	29
	Increase employer use of and satisfaction with the public workforce development system managed by ETA and its partners.	
	MANAGEMENT GOAL	32
	In partnership with employees and their representatives, ETA will be an employer that values and invests in each employee.	

IV.	RELATIONSHIP BETWEEN GOALS IN THE ANNUAL PERFORMANCE PLAN AND IN THE STRATEGIC PLAN	34
V.	STAKEHOLDERS	36
VI.	PROGRAM EVALUATIONS	41
VII.	DEPARTMENTAL STRATEGIC MANAGEMENT	48
	INTRODUCTION	48
	MANAGEMENT STRATEGIES	48
	VII-A. FINANCIAL MANAGEMENT	49
	VII-B. INFORMATION TECHNOLOGY LINKAGES	52
	VII-C. HUMAN RESOURCES	55
VIII.	PERFORMANCE MEASURES MATRIX	58

I. MISSION

ETA's mission is to contribute to the more efficient and effective functioning of the U.S. labor market by providing high quality job training, employment, labor market information, and income maintenance services primarily through State and local workforce development systems.

These services can improve incomes for entry level workers through youth and adult job training opportunities, including apprenticeship. They help workers get jobs and employers gain skilled workers. Through unemployment compensation, they cushion the impact of unemployment on local economies and help support eligible unemployed workers (and their families) as they look for new jobs or take needed training. ETA also contributes to the effective collection and dissemination of labor market information needed by workers and business to compete successfully in a global economy.

Enabling Legislation:

- Job Training Partnership Act (29 U.S.C. 1501 et. seq.)
- Older Americans Act of 1965, as amended (42 U.S.C. 3001 et. seq.)
- National Apprenticeship Act of 1937 (29 U.S.C. 50)
- School-to-Work Opportunities Act (20 U.S.C. 6104)
- Trade Act of 1974, as amended (19 U.S.C. 2271-2321)
- Immigration and Nationality Act, as amended (8 U.S.C. 1184)
- Wagner-Peyser Act of 1933, as amended (29 U.S.C. 49-491-1)
- Title III of the Social Security Act of 1935, as amended (42 U.S.C. 502-504)

II. VISION

Economic progress greatly benefits many American workers and American businesses, but it poses important challenges as well. New technologies, changes in international trade, deregulation, and greater competition have led to structural changes in U.S. labor markets. ETA will foster investments in technology and systems to insure that its services -- and those of its partners -- respond to these structural changes and further enhance their value to the labor market.

Research suggests that trends toward rapid technological progress, fierce competition, further integration of the U.S. economy with other economies, and significant demographic changes will continue. New authorizing legislation is expected to create an integrated, highly accountable workforce development system. States and local communities will have greater freedom and

responsibility to tailor workforce development service delivery to meet local conditions and be accountable for the goals they set.

ETA will capitalize on emerging technologies to further the effectiveness and efficiency of regional and local labor markets. Through its State and local partners and other private and public stakeholders, ETA will enlarge the learning and employment experiences of young people - particularly at-risk youth -- so that they can make successful transitions to the world of work and family responsibility in the 21st century. ETA -- also through its partners and stakeholders -- will ensure that adult Americans have access to the job training and employment-related tools they need to manage their work lives in the ever-changing economy and that welfare recipients -- particularly the hardest to employ -- receive help to move from dependency into lasting, unsubsidized employment. These actions will contribute to a reduction of the economic and social costs associated with welfare dependency and unemployment.

ETA will be a high-performance, customer-focused organization that continues to use performance management to improve results and raise accountability in the provision of high quality job training, employment, and income maintenance services through State and local workforce development systems.

III. STRATEGIC GOALS

INTRODUCTION

The Employment and Training Administration (ETA), directly and through its partners, delivers a broad range of services to American workers and families that enhances their economic security and the quality of their working lives. These services improve the nation's economic vitality; strengthen the functioning of the labor market; provide youth, adult unemployed, disadvantaged and dislocated workers help in finding and holding jobs at living wages with career potential; and engage employers as primary investors and customers in these efforts.

These missions make ETA a unique resource and an important part of the Federal, State and local government and private sector partnership that makes up the nation's federally funded employment and training system. This system as a whole contributes importantly to the development of a cohesive, integrated, and coordinated workforce development system that will achieve greater efficiency and provide better services at reduced costs and increased customer satisfaction.

In collaboration with the Department of Education, and this extensive employment and training partnership, we are building a framework to assist young people in making a smooth transition from classroom learning to skills attainment and to careers. Also in collaboration with our employment and training partners, we are improving the delivery of services to the public by coordinating job training programs, apprenticeship activities, labor exchange services, and unemployment insurance programs into a cost-effective, one-stop system that delivers the full range of employment and unemployment services.

A key element of the workforce development system of the future is a uniform system of performance measurement that is accepted and used by all of the partners to foster coordination, to support integration and to provide the basis for achieving the goal of maximizing efficiency and performance. At the request of the States, DOL has convened a Performance Measures Workgroup to address the separate and conflicting performance measures that currently apply to the employment and training delivery system. The Workgroup is comprised of Federal, State and local partners and stakeholders representing an array of activities related to education, training and employment and the outcome will be to articulate a common set of workforce outcomes that apply across programs.

ETA has six strategic goals. The first two are workforce development system goals. Goal 1 is a system building goal supporting the establishment and continuous improvement of a decentralized State-based delivery system commonly referred to a One-Stop Career Center System. Goal 2 relates to expanding the effectiveness of the Unemployment Insurance System. Goals 3 and 4 represent the supply side of the labor market. Goal 3 provides measures for all ETA youth programs and Goal 4 covers all adult programs including the new welfare-to-work initiative.

Goal 5 represents the demand side of the labor market, addressing employer use of and satisfaction with the public workforce development system. The last goal is an internal ETA management goal.

FISCAL YEAR 1997 OVERVIEW

Fiscal Year 1997 was a year characterized by growing recognition and agreement by practitioners and policy makers at all levels that today's array of Federal job placement and training programs, while well intended, do not effectively meet the needs of today's economy. In response, considerable work has been done this year both legislatively and administratively to provide more coherent and systematic approaches to workforce development. As we come to the close of the year, we look back and see the considerable progress made by the Congress to reform and consolidate the present array of training and employment programs. The Administration strongly supports this effort and is optimistic that revised legislation will be in place early in the next fiscal year.

Legislation to reform welfare also continued. The new Balanced Budget Act of 1997, signed by the President on August 5 provides Welfare-to-Work Grants to States and local communities to create additional job opportunities for the hardest to employ recipients of Temporary Assistance for Needy Families and places the Department of Labor as the lead Federal agency to implement the new law. This program is funded at \$3 billion -- \$1.5 billion for fiscal years 1998 and 1999 -- and calls for State passthrough of 85 percent of the funds available for local Private Industry Councils (known as workforce development boards in some areas). Considerable work will be required throughout all levels of the workforce development system to implement this relatively large responsibility.

ETA and its partners and stakeholders have long accepted the importance of achieving performance goals and increasing customer satisfaction. Administratively, we have continued moving towards a new workforce development system that provides greater State and local flexibility and, more importantly, provides easier access for all job seekers, employers and others to get jobs and skills and career information, as well as information on the eligibility requirements for programs in the community, testing and assessment services and help with job search. Many of these access and services are being implemented through one-stop career centers. As of July 1997, approximately 375 such centers have opened across the country. Helping youth move smoothly from school to work and careers is being launched through the system building being promoted and financed by the Departments of Labor and Education jointly through the School-to-Work Opportunities initiative. At present, 37 States are actively implementing these new systems. The Department has used Federal seed money and waivers of existing legislation to a great extent to assist States and local communities in these efforts.

During FY 1997, there have been a number of noteworthy accomplishments that contribute greatly to these new systems. An initiative was undertaken in partnership with State, local and

other Federal agency partners (HHS, DoEd, HUD) to collaborate on the development of a shared performance measurement system. The Workforce Development Performance Measurement Group is identifying and promoting a common set of core outcome measures that can be used by States and locals to manage and improve the new workforce development systems that are emerging. Considerable progress was also made in the use of technology. America's Labor Market Information System (ALMIS) continued to grow with increasing investment and use of core products and services, especially electronic labor exchange services. ETA has also organized and sponsored a National Workforce Development Stakeholders' Forum, an entity of 45 partner organizations representing Federal, State and local government, the private sector, organized labor, and community-based organizations to discuss issues in common and share information.

Four new Job Corps Centers are under construction . These new facilities in Fort Devens, Massachusetts; Homestead, Florida; Chicago, Illinois; and San Francisco, California will be opened between July 1998 and June 1999 and will increase center capacity to 44,700 full-time, year-round training slots at 118 centers. By the end of the year, the Unemployment Insurance System will have paid \$20 billion in benefits to over 8 million individuals and collected about \$23 billion in taxes from employers. FY 1997 was the first full year that major portions of UI PERFORMS were in place. This system encompasses the various program oversight mechanisms that have grown over time into a comprehensive system.

Most employment and training programs operate on a July through June program year. FY 1997 information on these programs will not be available until next summer. Fiscal Year program information will be available during the first quarter of Fiscal Year 1998 and will be incorporated in future published plans.

EMPLOYMENT AND TRAINING ADMINISTRATION'S SIX STRATEGIC GOALS

- GOAL 1** Improve systems to enhance and leverage investments in service delivery for youth, adults and employers, and to improve the functioning of labor markets.
- GOAL 2** Expand the effectiveness of the temporary income maintenance programs in order to meet the needs of the 21st century economy while continuing to deliver high quality and timely service to customers.
- GOAL 3** Increase the number of America's youth, particularly at-risk youth, who make a successful transition into the labor force resulting in self-sufficiency.
- GOAL 4** Maximize employment for adult unemployed, disadvantaged, welfare recipients, people with disabilities, and dislocated workers, including those impacted by trade policies.

GOAL 5 Increase employer use of and satisfaction with the public workforce development system managed by ETA and its partners.

MANAGEMENT GOAL

In partnership with employees and their representatives, ETA will be an employer that values and invests in each employee.

GOAL 1

Departmental Goal: *Lifelong Learning and Skill Development*

Agency Strategic Goal: Improve systems to enhance and leverage investments in service delivery for youth, adults and employers, and to improve the functioning of labor markets.

ETA's system building goal acknowledges the Agency's responsibility to support the establishment and continuous improvement of a decentralized State-based delivery system. The sought after result is the sustainable operation of an effective system that is increasingly accessible and responsive to customer needs and is commonly referred to as a One-Stop Career Center System. The proposed outcome measures focus on achievement of this result.

Performance goals/objectives:

- Increase coordination and consolidation of workforce development programs and services at the Federal, State and local levels through the expansion of the One-Stop Career Center System to include 95 percent of all local State Employment Security Agency (SESA) and JTPA offices by June 30, 2003, the end of Program Year (PY) 2002.
- Increase customer satisfaction with information and services available.
- Develop and implement a system which enables the workforce development system to maximize the use of available resources in a cost effective and efficient manner and implemented by all states by June 30, 2003, the end of the Program Year (PY) 2002.

How ETA will accomplish these performance goals/objectives:

- Leadership
- Collaboration with Stakeholders and Partners
- Technical Assistance, Training, and Education
- Information Technology
- Management Systems
- Performance Analysis
- Surveys/Evaluations/Best Practices

-
- Investments
 - Continuous Improvement.

Strategies to be used to achieve goals:

- Work cooperatively with, and support efforts of States to build systems that reflect One-Stop principles of universality, integration, customer focus, and accountability for performance.
- In collaboration with State and other Federal partners, develop a shared vision for the coordination of unemployment insurance, job training, labor exchange, apprenticeship, and employment services within the workforce development system.
- In collaboration with partners, design and implement a methodology/approach to measure, on a continuing basis, customer satisfaction with delivery of services available through ETA investments, and establish goals for 2002.
- Maintain and enhance partnerships with stakeholders, including employers and workers and their representatives.
- Increase the breadth of services accessible through One-Stop Career Center systems by strengthening linkages with related education, vocational education, welfare, registered apprenticeship, vocational rehabilitation, economic development programs, and other employment and training programs such as Job Corps.
- In collaboration with State Apprenticeship Agencies/Councils, expand apprenticeship into industries with significant growth and good employment opportunities.
- Foster change through system building initiatives that will result in State and local ownership of an accountable, responsive workforce development system.
- Collaborate with State, local, and other Federal partners in the workforce development system to develop and implement a shared performance measurement system which facilitates decision-making at all levels, fosters accountability, measures return on investment, focuses on outcomes, provides the basis for continuous improvement, and moves toward fewer, more crosscutting measures across programs.
- Use direct investments and work with our public partners or through new public-private partnerships to provide high quality and current labor market information that meets the needs of job seekers and enhances customer choice.

-
- Support the adoption and implementation of continuous improvement initiatives throughout the workforce development system, including building upon, enhancing and more effectively integrating efforts initiated under Enterprise, Simply Better!, PEPNet, and UI PERFORMS.
 - Develop products and services that become part of every American's career management tool kit through employment services and labor market information services. Expand and refine current tools such as American's Job Bank (AJB) and America's Talent Bank (ATB) which help employers and job seekers in the labor market.
 - Expand O*NET applications for use by job seekers, employers, teachers, and career counselors. (O*NET describes the knowledge, skills and abilities required to perform today's jobs.)

General (enablers that help accomplish strategic goals)

- Complete investments for the implementation stage of creating a nationwide One-Stop Career Center system; plan for sustaining investments in the labor market information system being created as part of the One-Stop system; and plan for the States' labor exchange systems to sustain the One-Stop network after Federal funding for implementation grants has ended.
- Plan for adequate staff resources to work with all partners to sustain the one-stop system, including the re-aligning of existing staff to ensure that the evolving Workforce Development System will effectively and efficiently operate training and employment programs.
- Plan for and implement a comprehensive Federal/State/local performance management and measurement plan that produces valid, verifiable data for measuring program effectiveness, including the use of UI wage record data to track earnings. The plan assumes technology investments to achieve strategic goals.
- The Strategic Plan will be widely disseminated throughout the agency and to stakeholders, including State and local partners.
- Plan for the realigning and restructuring of activities and resources to accomplish strategic goals.

Key External Factors that may affect performance:

ETA's ability to achieve its performance goals/objectives can be negatively impacted by a number of external factors. However, ETA presents strategies identified in each goal designed to mitigate the negative impacts of the majority of these external factors.

-
- The plan, including the numbers to be served and the objectives to be achieved, assumes a ~~healthy and vibrant economy.~~
 - Competition for increasingly scarce resources resulting in decreases in funding levels would impact on plans to complete implementation of system. The future investments in labor market information systems would be impacted, thus affecting the States' ability to sustain the one-stop system.
 - Inadequate federal staffing and expertise will limit our role as leaders and catalysts in fostering change, in working with all partners in sustaining the one-stop system, and in helping to develop a high-quality workforce development system.
 - There is strong potential for enactment of new legislation currently moving through Congress. This will provide a new policy framework and make changes to the existing statutory provisions upon which this goal is based.
 - In the absence of new legislation, the One-Stop Career Center System is a voluntary journey to a shared vision of customer focus and continuous improvement. As such, it relies on State and local decisions for the level of commitment and participation. Shifting priorities or changes in the economic situation may alter that level of commitment and participation, jeopardizing the realization of the ETA goals.
 - Continued cooperation of other Federal agencies in terms of establishing linkages and complementary services is essential. Actions of State legislatures and State agencies such as passing State legislation or setting State policy which do not comport to the system-building activities could jeopardize success.
 - ETA management and employees must be free to explore organizational design alternatives to strengthen effectiveness and reduce costs.
 - The plan is dependent on the collection, recording and reporting of program information, measures, outputs, and outcomes that are largely generated at the State and local levels. Information collection restrictions or a failure by our partners to produce valid and verifiable data will make it difficult, if not impossible, to measure program effectiveness.

GOAL 2

Departmental Goal: *Helping Working Americans Balance Work and Family*

Agency Strategic Goal: Expand the effectiveness of the temporary income maintenance programs in order to meet the needs of the 21st century economy

while continuing to deliver high quality and timely service to customers.

The Federal-State unemployment insurance (UI) program was created to provide temporary income support for individuals who lose their jobs through no fault of their own. Through a Federal-State partnership with the 53 State employment security agencies, the program provides *benefits* totaling approximately \$23 billion annually in this strong economy to over 8 million individuals, collects \$23 billion in taxes from 6 million employers, and serves as a gateway to the reemployment services of the Workforce Development System. Over the years, the proportion of the wage and salary employment covered by UI has increased to over 97% by adding programs for ex-Federal civilian and military employees and extending coverage to other groups of employees originally excluded. Despite this substantial level of coverage, the percentage of workers qualifying for benefits when they lose their jobs has declined, particularly affecting low-wage and part-time workers. Automation and technology continue to be key enablers of operational performance and quality of service but are now also opening up new ways of doing business and maintaining linkages with other components of the Workforce Development System. The implementation of the One-Stop Career Center System combined with technology which enables remote filing of claims has dramatically changed the way UI benefit services are delivered to workers. Advances in technology are also changing the way employer taxes are collected and how insurance based features such as rate assignment are handled.

Performance Goals/Objectives:

- Increase the proportion of unemployed workers, including low-wage and part-time workers, who receive temporary income support from the current 36% to 40% by the end of 2002.
- Increase wage replacement rate of the average weekly benefit paid from the current 36% to 40% by the end of 2002 .
- Develop solvency measures and identify appropriate reserve levels by the end of 1998 to encourage States to position resource reserves to sustain administrative costs and benefit payments.
- Increase the proportion of UI claimants receiving reemployment assistance from the current 35% to 44% by the end of 2002.
- National performance will meet or exceed the Secretary's Standards (SS) for initial claim promptness and appeals promptness:
 - Initial Claim Promptness, Intrastate -- 87% within 14 days of first compensable week ending date in waiting week States and within 21 days in nonwaiting week States;

-
- Initial Claim Promptness, Interstate -- 70% within 14 days of first compensable week ending date in waiting week States and within 21 days in nonwaiting week States;
 - Lower Authority Appeals Promptness -- 60% within 30 days and 80% within 45 days.

How ETA will accomplish these performance goals/objectives:

- Leadership
- Policy and Legislative Proposal Development
- Collaboration and Partnership with States
- Research, Policy Analysis and Evaluation
- Surveys and Focus Groups
- Problem Analysis
- System Development
- Standards Promulgation and Enforcement
- Direct Investments
- Technical Assistance, Training and Education
- Information and other Automated Technology

Strategies to be used to achieve goals:

- Working within the Federal-State partnership, provide leadership to encourage the review of, and potential change to, current State legislative and policy provisions and operational procedures affecting equity and access to the unemployment compensation system, while maintaining Trust Fund integrity.
- Issue information outlining actions States can take to improve equity and access and encouraging them to do so.
- Develop equity and access and solvency targets and encourage States to strive for those targets. Issue periodic information showing where States stand in relation to targets established.
- Provide technical assistance and resources to States to expand service delivery options available to claimants and employers, e.g., the implementation of remote claims-taking.
- Working within DOL, the Administration, and the Federal-State partnership, provide leadership to the review and reform of Unemployment Insurance administrative financing.
- Document the need for UI financing reform, develop reform options, and work to secure legislative enactment of financing reform.
- Work broadly with stakeholders to refine options, formulate and seek administrative funds which closely align administrative resources and benefit workloads until enactment of any alternative financing reform.
- Explore funding methodologies which better allocate funds for States workloads.
- Improve the efficiency of Federal unemployment compensation programs (e.g., UCFE, DUA) through increased use of automation.
- Provide technical assistance to State efforts to maintain and improve State tax and benefits systems and to enhance program efficiency through the increased use of automation and emerging technologies.
- Work cooperatively with, and support efforts of, States and other Federal partners to build a strong and effective workforce system and thereby maximize the potential for unemployed workers to receive appropriate reemployment assistance, speed their return to work and reduce the level of benefit expenditures.
- In collaboration with State and other Federal partners, develop a vision of the Unemployment Program within the workforce development system.

-
- Provide leadership to the evaluation and improvement of profiling as a means of linking UI claimants with reemployment assistance early in their spell of unemployment.
 - Provide leadership and support to linking multiple electronic components of the Workforce Development System (i.e., Talent Bank, the Job Bank, O*NET and UI benefit application) to provide customers with seamless electronic access, entry and movement within the system.
 - Explore and improve other points of connection between UI and other program to improve integration of services for workers within the one-stop system.
 - Develop and implement an improved computer network between the States with greater capacity and functionality than the current Interstate Benefits network, linking Federal and State partners in support of the Workforce Development System.
 - In collaboration with State partners, develop and implement improvements to UI's shared performance management system, UI PERFORMS, to enhance program performance planning, facilitate performance achievement, and formulate, sustain, and assess the effectiveness of program improvement efforts and thereby facilitate decision-making at all levels, foster accountability, measure return on investment, and focus on outcomes.
 - Expand UI's benefit accuracy measurement system to include the measurement of denied claim accuracy. Review and revise benefit payment control measures.
 - Increase the number of program measures, both process and economic, validated by designing and implementing a validation system which maximizes the number of benefits and tax elements validated while minimizing the workload burden of validation through the expanded use of automation.
 - Develop a revised planning process for State operations and performance improvement efforts which provides for the negotiation of performance goals which reflect each State's priorities and experience for measures for which a single National performance standard is not warranted.
 - Identify key performance measures for which a uniform performance standard is appropriate and review and revise existing standards and desired levels of achievement based on recent historical performance.
 - Develop expanded technical assistance and incentive strategies to better complement and sustain the continuous improvement principles underlying UI PERFORMS.

-
- Develop a graduated system of sanctions, and a consistent methodology for their application, in the event of continued deficient State performance.
 - Review and revise, as appropriate, Federal program handbooks, program review and technical assistance guides.
 - Explore and implement new and improved technologies to improve customer service and satisfaction and to enhance overall program performance.
 - Conduct, analyze, and distribute to States results of a national UI claimant satisfaction survey for use in analyzing and assessing State customer satisfaction information and formulating program improvement.
 - Work with other programs and partners to create a system-wide performance management process which incorporates program-specific goals and includes common processes for continuous improvement and customer satisfaction.
 - Provide leadership, technical assistance and resources to State efforts to bring their automated systems into Year 2000 compliance *and* implement contingency plans which assure the continued functioning of State systems through the change to the new millennium.
 - Sponsor technical workshops on assessing the extent of change required.
 - Sponsor research to identify techniques, procedures, and software to detect and correct programming code and disseminate information on potential techniques, procedures, and software identified.
 - Provide resources to States to defray the cost of compliance revisions.
 - Review and monitor SESA Year 2000 compliance progress and contingency planning.
 - Develop strategies to quickly identify and address possible Year 2000 SESA system failures and to mitigate the impact on claimants and employers.

General (enablers that help accomplish strategic goals)

- Provide leadership, technical assistance and resources to State efforts to bring their automated systems into Year 2000 compliance and implement contingency plans which assure the continued functioning of State systems through the change to the new millennium.
- Plan for adequate staff resources to work with all partners to sustain the One-Stop Career Center System, including the re-aligning of existing staff to ensure that the evolving Workforce Development System will effectively and efficiently operate training and employment programs.
- Plan for and implement a comprehensive Federal/State/local performance management and measurement plan that produces valid, verifiable data for measuring program effectiveness, including the use of UI wage record data to track earnings. The plan assumes technology investments to achieve strategic goals.
- The Strategic Plan will be widely disseminated throughout the agency and to stakeholders, including State and local partners.
- Plan for the realigning and restructuring of activities and resources to accomplish strategic goals.

Key External Factors that may affect performance:

ETA's ability to achieve its performance goals/objectives can be negatively impacted by a number of external factors. However, ETA presents strategies identified in each goal designed to mitigate the negative impacts of the majority of these external factors.

- Costs of equity, access, and benefit adequacy recommendations and their impact on the Federal budget and States' trust funds.
- State legislatures will need to pass State laws to expand equity, access and benefit levels.
- Obtaining consensus within the Administration, among stakeholders and the Congress on a UI financing reform proposal will be difficult.
- Legislation will need to be enacted by Congress to achieve UI financing reform.
- Actions of State legislatures and State agencies such as passing State legislation or setting State policy which do not comport to the program vision and system-building activities could jeopardize success.

-
- Inadequate administrative funding level relative to benefit workload levels and the lack of investment capital will constrain program and system maintenance and improvement efforts.
 - Inadequate administrative funding levels relative to benefit workload levels will result in further deterioration of the Federal/State partnership.
 - Insufficient resources for mediated reemployment services will result in unemployment insurance recipients not receiving the reemployment services which they need or which may assist in their work search.
 - Insufficient and/or untimely resources to address the Year 2000 computer problems will raise serious threats to the continued delivery of services to workers and employers.
 - Inadequate Federal staffing levels and expertise may limit the Federal ability to effectively function as leaders and catalysts in working with our State partners in sustaining the program, fostering operational change, achieving system reform, and continuous program improvement.
 - The plan is dependent on the collection, recording and reporting of program information, measures, outputs, and outcomes that are largely generated at State levels. Information collection restrictions or a failure by our partners to produce valid and verifiable data will make it difficult if not impossible, to measure program effectiveness.

GOAL 3

Departmental Goal: *Lifelong Learning and Skill Development*

Agency Strategic Goal: Increase the number of America's youth, particularly at-risk youth, who make a successful transition into the labor force resulting in self-sufficiency.

Youth unemployment continues to be a major problem in this country. ETA oversees and administers programs and activities that support skill development, employment and lifelong learning for our Nation's youth. The purpose of systems created by the School-to-Work Opportunities Act is to provide all youth with the academic and technical skills that prepare them for college and careers. The purpose of the youth titles of the Job Training Partnership Act (II-B, II-C and IV) is to provide special assistance to youth who are having difficulty making that successful start. The apprenticeship system seeks to expand opportunities for youth along high skilled career paths.

Performance Goals/Objectives:

- By 2000, every state has a school-to-work system that increases student achievement and broadens career opportunities for all, two million youth will be actively engaged in school-to-work activities, 30% of high school students will have key school-to-work components, and 40% of all participating employers will offer work-based learning slots.
- Increase percentage of youth retained in jobs and increasing earnings resulting in greater self sufficiency.
- Enhance employability and increase educational attainment levels of program trainees.
- Increase the employment rate of out-of-school youth in high poverty areas served by grants under the Opportunity Areas for Out-of-School program to 60% in 2002.

How ETA will accomplish these performance goals/objectives:

- Leadership
- Collaboration with Stakeholders and Partners
- Technical Assistance, Training and Education
- Information Technology

-
- Management Systems
 - Performance Analysis
 - Surveys/Evaluations/Best Practices
 - Investments
 - Continuous Improvement

Strategies to be used to achieve the goals:

- Working with our state and local partners and other stakeholders, continuously improve the youth employment and job training services delivered through the workforce development system.
- Through a system of continuous improvement, increase the performance of Job Corps centers.
- Continually review and revise vocational offerings in Job Corps centers.
- Create, with the Department of Education, through the School-to-Work framework, a smooth transition from classroom learning to skills attainment and to careers.
- Engage high schools, post-secondary institutions and out-of-school programs in building school-to-work systems by sponsoring a national information center, creating networks that include educators, employers and other key stakeholder groups, and sponsoring efforts to align post-secondary admissions policies with new methods of increasing high school student performance.
- Expand the number of apprenticeships available and ensure that they increasingly serve women and minorities.
- Promote apprenticeable occupations as a path to high skill, high wage careers for youth, especially minorities and women, and encourage them to achieve good grades to compete for registered apprenticeship opportunities.
- Promote and develop School-to-Registered Apprenticeship programs and School-to-Work programs in cooperation with local educators, employers and unions.
- Develop new techniques for reducing the cost or improving the outcomes of youth training and employment investments.

-
- Improve the performance of low performers, raise the performance of the system, as a whole, utilizing higher performers as a source of benchmarking and identification of exemplary performance.
 - Define and continuously improve youth intervention strategies through research into alternative interventions, technical assistance and training, the development and conduct of pilot and demonstration efforts, and the evaluation of youth programs and strategies, and promotion of successful practices.

General (enablers that help accomplish strategic goals)

- Complete investments in the implementation stage of the School-to-Work system, and assist States to plan for sustaining the School-to-Work system after federal funding investments end.
- Plan to implement possible new workforce legislation that has an At-Risk Youth grant that consolidates current youth programs.
- Invest in upgrading furnishings and equipment in Job Corps dormitories and classrooms.
- Complete investments in the modernization of Job Corps vocational training, which will lead to training that better meets the needs of employers and yields better placement rates, and more suitable and better paying jobs.
- Continue investments in reducing the backlog of repairs and rehabilitation and relocation of Job Corps centers which leads to an environment in which students can be better trained and educated.
- Plan for adequate staff resources to work with all partners to sustain the one-stop system, including the re-aligning of existing staff to ensure that the evolving Workforce Development System will effectively and efficiently operate training and employment programs.
- Plan for and implement a comprehensive Federal/State/local performance management and measurement plan that produces valid, verifiable data for measuring program effectiveness, including the use of UI wage record data to track earnings. The plan assumes technology investments to achieve strategic goals.
- The Strategic Plan will be widely disseminated throughout the agency and to stakeholders, including State and local partners.
- Plan for the realigning and restructuring of activities and resources to accomplish strategic goals.

Key external factors that may affect performance:

ETA's ability to achieve its performance goals/objectives can be negatively impacted by a number of external factors. However, ETA presents strategies identified in each goal designed to mitigate the negative impacts of the majority of these external factors.

- The outcomes to be achieved assume a strong economy.
- Workforce legislation currently moving through Congress would require a review of current plans and resources and could require changes to current objectives and programs.
- Conflicting priorities may impair continued cooperation of other Federal, State and local agencies in terms of achieving employability outcomes for youth.
- Competition for increasingly scarce resources resulting in decreases in funding levels would impact on plans to complete implementation of the School-to-Work system; the ability to maintain Job Corps operations; the maintenance of services to at-risk youth, and threaten a successful implementation of the new 1998 initiative for Opportunity Areas for Out of School Youth.
- Inadequate federal staffing and expertise will impair our ability to implement strategies to better serve at-risk youth.
- The ending of federal investments in implementing the School-to-Work system may result in less willingness of States and localities to continue to invest in the system.
- Information collection restrictions or a failure by our partners to produce valid and verifiable data will make it difficult, if not impossible, to measure program effectiveness.
- Participation in school-to-work system building is voluntary on the part of States and localities. While the Departments provide financial initiatives and technical assistance, some States may opt not to participate or fail to meet the criteria outlined in the Act.

GOAL 4

Departmental Goal: *Lifelong Learning and Skill Development
Promoting Welfare to Work*

Agency Strategic Goal: Maximize employment for adult unemployed, disadvantaged, welfare recipients, people with disabilities, and dislocated workers, including those impacted by trade policies.

Even in an expanding economy, adult unemployment continues to be a major problem in this country for certain identifiable groups -- the disadvantaged of which many are minority groups, welfare recipients, Indian and Native Americans, Migrants and Seasonal Farmworkers, and Older Workers; and the dislocated workers, including those impacted by trade policies. ETA oversees and administers programs and activities that support skill development, employment and lifelong learning for our Nation's under-employed, unemployed, disadvantaged, and dislocated workers. The primary delivery system for the services and these individuals will be through the One-Stop Career Centers that are being established in all states as part of a nationwide system to meet the needs of our customers. The purpose of the adult titles of the Job Training Partnership Act (II-A, III, and IV - Sec. 401 and 402) and Trade Adjustment Assistance (TAA), NAFTA/TAA is to prepare or return individuals to work by increasing their occupational and educational skills, resulting in improved long-term employability, increased employment and earnings and reduced welfare dependency. The apprenticeship system seeks to expand opportunities for adults along high skilled career paths.

Performance Goals/Objectives:

- By 2002, achieve a positive return on public investment for the adult unemployed, disadvantaged, welfare recipients, people with disabilities, and dislocated workers, including those impacted by trade policies, in job training and employment services as measured by job retention and earnings gained by those who receive employment and training services.
- By 2002, increase the percentage of employers, educators and individuals who will have access to labor market information and services.
- By 2002, increase the unsubsidized employment for individuals targeted in the Welfare to Work initiative to 58% from 55%.

How ETA will accomplish these performance goals/objectives:

- Leadership
- Collaboration with Stakeholders and Partners
- Technical Assistance, Training and Education
- Information Technology
- Management Systems
- Performance Analysis
- Surveys/Evaluations/Best Practices
- Investments
- Continuous Improvement

Strategies to be used to achieve goals:

- Address the needs of welfare recipients by partnering with Federal agencies such as HHS, DOT, HUD at the National and Regional levels to create a unified approach to meeting the employment and training needs of the welfare recipients locally by:
 - enlisting the support and full-involvement of the employment, training and support services networks/community in achieving our goals of placing the welfare recipients in jobs and retaining them on the job;
 - encouraging the use of statutory waivers of the JTPA to provide critical follow-up services;
 - communicating to employers the availability of tax credits under the Work Opportunity Tax Credit;
 - developing materials on what works in the new Work-First approach under the Temporary Assistance for Needy Families Block grant;
 - developing and integrating the new Welfare-to-Work program to complement the related State and Federal programs;

-
- Target populations (disadvantaged, Older Americans, Indians, Migrants and Seasonal Farmworkers, disabled individuals) with training and employment services to address their particular needs in achieving stable employment at decent wages.
 - Expand the number of apprenticeships available in collaboration with State Apprenticeship Agencies/Councils and other workforce development system stakeholders and ensure that they increasingly serve women and minorities by working with the Women's Bureau, labor, management and community based groups to undertake pilot and demonstration programs targeting employers with non-traditional occupations.
 - Strengthen the program performance and increase positive outcomes of the nationally funded programs for the disadvantaged in partnership with grantees through replication of successful practices and training techniques such as peer to peer assistance, program improvement plans for low performers, and linkage with continuing improvement initiatives, such as Simply Better.
 - Achieve continuous improvements in the levels and quality of employment and earnings outcomes for dislocated workers by 1) using discretionary grant awards to leverage improvements in quality service standards and outcomes in all program activities; 2) implementing a framework of criteria for evaluating and selecting technical assistance and demonstration projects; 3) integrating all available funding sources, including continued expansion of the joint enrollment in both dislocated worker and trade adjustment programs; and 4) ensuring early intervention assistance and the timely submission and processing of requests for funding.
 - Design and implement new and revised Trade Adjustment Assistance (TAA) and NAFTA TAA reporting and performance measurement system that provides information sufficient to measure program effectiveness.
 - Develop and implement a profiling system to identify welfare recipients' needs in order to promptly direct them to the appropriate service treatment.
 - Enhance the capabilities of the workforce development system to deliver high quality services and LMI by training local office ES staff as users of the electronic labor exchange products.
 - Provide labor exchange services customized to the needs of the customer segment being served by One-Stop Career Centers and local Employment Service Offices. Customers requiring mediated services will be provided high quality job search assistance services, including resume writing, interview techniques, skill assessment, career exploration and job clubs.

-
- Incorporate skill standards within Federal/State labor market information programs to provide better information to business, unions, and workers.

General (enablers that help accomplish strategic goals)

- Complete investments for the implementation stage of creating a nationwide One-Stop Career Center system; plan for sustaining investments in the labor market information system created as part of the One-Stop system; and plan for the States' labor exchange systems to sustain the One-Stop network after Federal funding for implementation grants has ended.
- Plan for adequate staff resources to work with all partners to sustain the one-stop system, including the re-aligning of existing staff to ensure that the evolving Workforce Development System will effectively and efficiently operate training and employment programs.
- Plan for and implement a comprehensive Federal/State/local performance management and measurement plan that produces valid, verifiable data for measuring program effectiveness, including the use of UI wage record data to track earnings. The plan assumes technology investments to achieve strategic goals.
- The Strategic Plan will be widely disseminated throughout the agency and to stakeholders, including State and local partners.
- Plan for the realigning and restructuring of activities and resources to accomplish strategic goals.

Key external factors that may affect performance:

ETA's ability to achieve its performance goals/objectives can be negatively impacted by a number of external factors. However, ETA presents strategies identified in each goal designed to mitigate the negative impacts of the majority of these external factors.

- The outcomes to be achieved a strong and vibrant economy.
- Inadequate Federal staffing and expertise and investments in automation will limit the capacity to develop, maintain, and improve systems such as One Stop and related systems aimed to facilitate labor market information at State and local levels.
- Inadequate resources to establish performance management/measurement systems at the Federal/State/local levels will result in not being able to adequately measure program effectiveness.

-
- Job Training consolidation legislation currently moving through Congress would require a review of current plans and resources and require changes to current objectives and projects.
 - Involvement of other Federal agencies in terms of establishing linkages and complementary services is essential. Actions of State and local governments such as passing State legislation or setting State policy which do not comport to our goals and objectives could jeopardize success.
 - The plan is dependent on the collection, recording and reporting of program information, measures, outputs, and outcomes that are largely generated at State and local levels. Information collection restrictions or a failure by our partners to produce valid and verifiable data will make it difficult, if not impossible, to measure program effectiveness.

GOAL 5

Departmental Goal: *Lifelong Learning and Skill Development*

Agency Strategic Goal: Increase employer use of and satisfaction with the public workforce development system managed by ETA and its partners.

Employers are both customers and investors under our basic mission to contribute to the more efficient and effective functioning of U.S. labor markets. Increased efficiency in the labor markets translates into reduced time and cost of matching employers and workers, resulting in higher levels of economic opportunity and lower levels of unemployment.

Performance goals/objectives:

- Increase the number of employers listing jobs in America's Job Bank by 50 percent, using PY 1997 as a baseline.
- By 2002, increase the number of resumes in America's Talent Bank by 100 percent, using PY 1997 as a baseline.
- By 2002, using PY 1998 as a baseline, increase the level of employer satisfaction with workforce development products and services delivered by ETA and its partners.
- By 2002, using PY 1998 as a baseline, increase by ten percent per year the number of work-based learning slots through employer participation in School-To-Work initiatives.
- By 2002, increase the percentage of quarterly UI Tax and Wage Reports filed on a timely basis by employers voluntarily complying with filing and payment from 89% to 92%.

How ETA will accomplish these performance goals/objectives:

- Leadership
- Collaboration with Stakeholders and Partners
- Technical Assistance, and Training and Education
- Information Technology
- Management Systems
- Performance Analysis

-
- Surveys/Evaluations/Best Practices
 - Continuous Improvement

Strategies to be used to achieve goals:

- Develop and continually improve labor market products and services that are highly valued by job seekers and employers.
- Fully engage employers as partners in the design and delivery of programs, including using workplaces as active learning environments in the training and education process.
- Develop baseline for performance goals.
- In collaboration with State Apprenticeship Agencies, expand apprenticeship into industries with significant growth and good employment opportunities.
- Continuously update and upgrade America's Job Bank and America's Talent Bank, and make them accessible to every employer, training institution, and association and organization representing actual and potential job seekers.
- Explore new approaches, including increased use of technology, to increase employer flexibility and/or reduce employer burden in complying with UI requirements.
- Streamline the processing of alien labor certification, providing employers with quick turnaround decisions.
- Engage in a dialogue with employers to improve communication, identify employer issues and workforce development needs, and promote customer input in public employment and training strategies.
- In collaboration with National Skills Standards Board, promote employer participation in the development of voluntary industry-wide skills standards and design of industry certification systems.
- Support national and state strategies to increase and enhance employer participation in School-to-Work initiatives.
- Support local efforts to undertake private job campaigns for summer youth employment.

General (enablers that help accomplish strategic goals)

- Plan for and implement a comprehensive Federal/State/local performance management and measurement plan that produces valid, verifiable data for measuring program effectiveness, and which measure employers' satisfaction with training, employment and unemployment insurance services.
- Plan for adequate staff resources to work with all partners to sustain the one-stop system, including the re-aligning of existing staff to ensure that the evolving Workforce Development System will effectively and efficiently operate training and employment programs.
- The Strategic Plan will be widely disseminated throughout the agency and to stakeholders, including State and local partners.
- Plan for the realigning and restructuring of activities and resources to accomplish strategic goals.

Key External Factors that may affect performance:

ETA's ability to achieve its performance goals/objectives can be negatively impacted by a number of external factors. However, ETA presents strategies identified in each goal designed to mitigate the negative impacts of the majority of these external factors.

- The plan, including the outcomes to be achieved, assumes a health and vibrant economy.
- The plan relies on State and local efforts, in partnership with federal leadership, to obtain greater employer participation in use of the services being provided. The employer community will require extensive attention, as valued customers and taxpayers, to support the system.

MANAGEMENT GOAL

Departmental Goal: *Departmental Strategic Management*

Agency Management Goal: In partnership with employees and their representatives, ETA will be an employer that values and invests in each employee.

Performance goals/objectives:

- Improve key employee satisfaction indicators for health, safety, well being, and motivation.
- Increase the number of employees receiving mission-related competency-based training.

How ETA will accomplish these performance goals/objectives:

- ETA will provide the necessary tools and training to achieve a highly skilled and high-performing workforce.
- ETA will provide a physical environment that promotes the health and well-being of employees.
- ETA will promote an Agency culture that successfully incorporates our values.
- ETA will create a workforce to serve our diverse customers in the twenty-first century.

Strategies to be used to achieve goals:

- ETA will fully implement the Wide Area Network (WAN) (including the field offices), along with the provision of appropriate technical and user training.
- ETA will create and support a state-of-the-art office automation environment, user access to administrative systems via the Intranet, provision of expert systems, provision of necessary information and instruction online, and national support of local software development.
- ETA will provide universal Internet and Intranet access and ensure that employees are trained to use these tools.
- ETA will align its organizational structure and leadership performance expectations to work collaboratively in building a workforce development system.
- ETA will assess employee satisfaction with the physical environment and take appropriate action on the results. We will issue ergonomic furniture where needed.

-
- ETA will improve its tele-conferencing capabilities to allow employees at different work locations to more easily collaborate on assignments.
 - ETA will complete the required training of its staff in the core competencies as Workforce Development Specialists, and improve analytical skills for performance management and measurement.
 - ETA will conduct comprehensive assessments of what skills, knowledge, and abilities are needed by employees and deliver training at the proper time to the proper people in the proper way to support our rapidly changing environment.
 - ETA will support a diverse workforce, collaborative labor/management relationships, effective internal communications, high personal accountability, and employee involvement. We will continue to use our all employee surveys to measure it.
 - ETA will increase the under representation of equal opportunity groups to move closer to parity with the civilian workforce.
 - ETA will develop a strategy for transition from the workforce of today to the workforce of the future. It will address whom, when, and how to recruit; redeployment strategies; succession planning; career development strategies; short-term concerns; streamlining; skill mix; and compensation. In support of this transition, we will create a framework for management and organizational demonstration projects to test new ways of operating.

Key External Factors that may affect performance:

- The continued close cooperation between labor and management is essential.
- Adequate funding to invest in adequate staffing, employee training, equipment, and replacement hiring is critical.
- ETA management and employees must be free to explore organizational alternatives to strengthen effectiveness and reduce costs.

IV. RELATIONSHIP BETWEEN GOALS IN THE ANNUAL PERFORMANCE PLAN AND IN THE STRATEGIC PLAN

<i>Responsible Areas</i>	RELATIONSHIP BETWEEN STRATEGIC GOALS AND OPERATING PROGRAMS						Management Goals
	Goal 1: System Building	Goal 2: Youth Services	Goal 3: Adult Services	Goal 4: UI	Goal 5: Employers		
Job Training Programs	S	P	P	S	S		S
Job Corps	S	P	-	S	S		S
Work Based Learning	S	-	P	S	S		S
School-to-Work	S	P	-	S	S		S
One-Stop Employment Service	P	S	S	S	P		S
Unemployment Insurance	S	-	-	P	S		S
Financial, Accountability, Knowledge Development, Administration	S	S	S	S	S		P
Apprenticeship	S	P	P	S	S		S

P Denotes primary program support
s Denotes secondary program support

This matrix depicts the relationship between the existing program structure and the GPRA performance framework. Information in the budget presents the existing program format, but should be read in terms of the overall mission achievement through the ETA Strategic Goals. The program connections are not discrete - because ETA is a multi mission organization, a mix of

program activities contributes to each of the Strategic Goals. For example, all programs contribute to ETA's system building goal. The matrix presents a simplified view of the level of support each program contributes to the strategic outcome areas. Likewise, each of the goals is not distinct, but rather, supportive of each other. For example, increased employer involvement is essential to meet the youth, adult, and systems goals.

In our annual performance plans which will be submitted as part of our budget submission, ETA will focus on the factors and measures most critical to meeting its goals. Each program area and support function, as shown in the matrix, will develop specific annual performance goals to measure progress toward the Strategic Goals. These goals serve to align the ETA mission with customer expectations, program outcomes, and process improvements.

In addition, the challenge is not just to achieve the Strategic Goals, but to meet them as efficiently as possible. Efficiency is pursued through internal management goals that address workforce skill, technological development, financial management, continuous improvement, and quality management. Management strategies are not performance goals, but rather serve to more efficiently achieve performance goals. ETA is committed to working in partnership with States and local communities to provide the program outcomes the public expects and desires in the most efficient manner possible. These management strategies will be addressed in Section VII.

V. STAKEHOLDERS

Plan Development and Consultations

The development of this strategic plan began with a review of work done in prior years to prepare an agency wide performance agreement between the Assistant Secretary for Employment and Training and the Secretary. This earlier effort included extensive comments and input from the stakeholder community and our own employees. Based on these comments and input from agency executive level staff, a draft plan was developed and shared with the Congress, OMB and sister agencies in the Department. It was believed that early consultation with these key Federal partners would benefit plan development and subsequent consultations.

Through the Office of Congressional and Intergovernmental Affairs (OCIA) key committees in both the House and the Senate were provided ETA draft plans, and were briefed on its contents. The same information was also shared with the Congressional Research Service and the Government Accounting Office.

Based on these early discussions and after further work within the agency, a draft plan was prepared for wider distribution and comment and was provided by ETA's Acting Assistant Secretary on July 9, 1997, to ETA grantees and contractors, and our employees.

Stakeholder comments were also elicited through the National Workforce Development Stakeholders' Forum. The Forum is an entity of 45 partner organizations representing Federal, State and local government, the private sector, organized labor, and community-based organizations. Thirty four individuals representing 31 member organizations attended a meeting convened by ETA on July 15. The primary focus of the session agenda was for the National Forum members to discuss and comment upon the plan and make recommendations for change. Detailed notes of discussions were taken and used in revising the plan. There are also comparable regional forums which regularly meet to discuss issues and share information. Four of these had scheduled meetings during the plan review period and discussed the draft.

The USDOL Workforce Development Performance Measurement Initiative Policy Committee discussed the draft plan at its late July meeting as well and provided written comments which were considered in this rewrite.

Frequent and Recurring Comments:

In addition to the meetings, written comments were received from over 20 outside organizations and individuals. Almost half of these were from State agencies or national associations representing States, while the remainder were from local service providers, representatives of organized labor, community-based organizations, Federal agencies administering ETA programs and the General Accounting Office. (A list of commenters appears at the end of this section.)

In response to comments received, including those from GAO, the plan now highlights administrative activities being undertaken and planned to begin to address the need for consolidated planning, similar funding cycles, common definitions and eligibility, and simplification of management and reporting systems. While the Department fully endorses the need for legislative changes, we also appreciate the opportunities available administratively and will continue to provide leadership in pursuing improvement. A prime example of such an effort is the work of the Workforce Development Performance Measurement Initiative sponsored by DOL. This group which includes State, local and other Federal partners (HHS, DoEd, HUD) is charged with collaborating on the development of a shared performance measurement system.

Many commenters recommended that DOL should focus more energy on interagency cooperation and leadership at the Federal level. One commenter wrote: “It is essential that if state and local systems are to be successful, USDOL must take a leadership role in bringing together all of the necessary partners, including education, social services, and economic development, as well as all federal agencies offering job training.” We agree and have made this a strategic priority. A number of examples of cross-cutting issues and collaboration already ongoing follow the discussion of stakeholder comments

Changes have also been made to performance indicators included in earlier drafts to reflect discussions about the need for additional indicators that better measure continued employment and increased earnings over time that can be associated with program participation.

A number of commenters expressed concern that the plan does not address the aging of the workforce and the needs of older workers other than in terms of Title V of the Older American Act. They believed that strategies should be specifically targeted to older workers and services available through JTPA. While we recognize and appreciate issues associated with an aging workforce, we, nevertheless, believe that the strategies to improve adult services equally apply to the older workers among this population, and we saw no need to add a separate goal or strategies.

There were comments that the plan does not adequately address the administration of UI benefit programs nor does it sufficiently recognize the necessary linkages between Unemployment Insurance and the new workforce development system. We concurred with this observation and have added a separate goal for UI to highlight plans.

A number of commenters supported the strategy to increase access to the unemployment compensation system; however, they expressed concern regarding how this would be measured. Others strongly disagreed with this strategy indicating this is a matter of State law and does not belong in a Federal plan. We have carefully weighed comments received and continue to believe this is an appropriate strategy for a Federal plan.

Commenters supported the separate goal for employers and expressed the need to more frequently reference employers in strategies identified for other goals. They also supported a proposed dialogue on the products and services employers need and want, and indicated there is a need to educate employers so they understand what services and products are available, and a need for an “environmental scan” to determine where there are product and service gaps that public funding should address. Any lack of reference to employers in other goals is in keeping with our objective to limit repetition and should in no way be construed to mean service to employers is not a major strategy to accomplish other goals. Also, we have added strategies to begin to address the other concerns.

In response to comments that earlier drafts inadequately recognized the importance of our State and local partnerships and their continued cooperation, additional language has been added to a number of strategies. In a similar vein, a number of commenters supported customer satisfaction measures but expressed concern about DOL intentions regarding how this might be measured as well as any effort to impose uniform measures of customer satisfaction on States and local service providers. We appreciate these concerns and have always intended that any effort to add customer satisfaction measures be done collaboratively with our partners. Changes to the plan have been made to clarify this.

There was considerable support for formal continuous improvement programs and the contribution they make to improved program quality and outcomes. However, a few commenters stated that there are a number of other continuous improvement programs in addition to those supported by DOL funding and that DOL should not endorse any particular system. Changes have been made to clarify that support for formal programs are not limited to those financed by DOL.

Representatives of organized labor believed that a strong and visible role is suggested for employers, but workers and their representatives will not have a comparable voice in program design and implementation decisions. The Department believes labor-management cooperation and the voice of workers are essential to any system design and have added references to this throughout the document.

Stakeholder Commenters

The following is list of organizations which submitted written comments before August 14 and a list of organizations represented at the July 15 meeting of the National Workforce Development Stakeholders’ Forum. It is not intended to be an exhaustive list of commenters, but to provide readers with an appreciation of the number and varied external partners that participated in the plan’s development.

Written commenters:

General Accounting Office
Maryland Governor's Work Force Investment Board
Florida Department of Elder Affairs
Rural Minnesota CEP, Inc
AFL-CIO Human Resources Development Institute
International Union of Operating Engineers
AFL-CIO Building and Construction Trades
Service Employees International Department Union
U.S. Department of Agriculture/Forest Service
National Association of State Units on Aging
Interstate Conference of Employment Security Agencies, Inc.
David Tabert, United Mailing, Inc.
Ohio Bureau of Employment Services
Association of Farmworker Opportunity Programs
Treasure Lake Job Corps C.C.C. (Indianapolis, IN)
The City of New York - Department of Employment
Commonwealth of Pennsylvania/Department of Labor Industry
Women Work! - The National Network for Women's Employment
California Employment Development Department
Northwest Arkansas JTPA
State of New Jersey Department of Labor
City of Chicago/Mayor's Office of Employment and Training
Treasure Lake Job Corps C.C.C.
Commonwealth of Pennsylvania, Department of Labor and Industry

Attendees at July 15 meeting of the National Workforce Development Stakeholders' Forum:

American Association for Adult and Continuing Education
U.S. Department of Health and Human Services
The National Conference of Black Mayors
National Association of Workforce Development Professionals
Interstate Conference of employment Security Administrators
National Urban League
U.S. Conference of Mayors
National Senior Citizens Education and Research Center
National Association of Governmental Labor Officials
AFL-CIO Human Resources Development Institute
National Governors' Association
National Association of Private Industry Councils
U.S. Department of Labor, Veterans Employment Service

American Association of Community Colleges
Mainstream, Inc.
National Employer Leadership Council
Association of Farmworker Opportunity Programs
AFL-CIO Building Trades Department
Home Builders' Institute
National Council of LaRaza
National Association of Education and Training Contractors
Wider Opportunities for Women
National Conference of State Legislatures
National Puerto Rican Forum
International Union of Operating Engineers
National Alliance of Business
Council of Chief State School Officers
American Federation of State, County and Municipal Employees
National Youth Employment Coalition

Cross-Agency Initiatives

DOL is presently working closely with other federal agencies to further collaboration to meet common and complementary goals. Some examples of this coordination and collaboration are:

- Working with DoEd on common School-to-Work goals and objectives.
- Working with HHS on the implementation and evaluation of Welfare to Work.
- Working with the National Skill Standards Board to develop and implement industry-based voluntary skill standards.
- Working with HUD to expand the Step Up program to increase registered apprenticeship for residents in public housing.
- Working with Treasury, to electronically transfer accounting data between the Unemployment Trust Fund Accounting System and DOL's systems.
- Working with Treasury's Financial Management Service and IRS, Social Security and private industry on the Simplified Tax and Wage Reporting System (STAWRS) project in an effort to reduce employer burden and/or costs.

VI. PROGRAM EVALUATIONS

Research and evaluation provides crucial support to ETA's long-range strategic priorities, assuring that:

- Young people -- particularly at-risk youth -- acquire the skills they need to earn a decent living;
- Adult unemployed, welfare beneficiaries and other low-income, and dislocated workers have access to the services that they need to find and hold good jobs with career potential;
- Employers value public workforce development system services as integral to their competitiveness; and
- Systems improvements enhance and leverage investments in services for youth, adults, continuously improve income maintenance services for eligible unemployed workers through the use of technology and more efficient and cost effective processes, and advance the functioning of the labor market.

The information generated through research and evaluations conducted by ETA and other organizations such as GAO was a significant factor in the development of ETA's strategic plan. The results from recently initiated, longer-term program demonstrations and evaluations will not be available for two or three years, but are expected to contribute to the refinement of ETA's objectives and strategies. ETA budgets for discreet funding of program evaluations, research and demonstrations in its Research and Evaluation and Pilots and Demonstrations budget activities, and also utilizes resources in national activities of the Dislocated Workers program and the School-to-Work Opportunities program.

Disadvantaged Youth

ETA has long searched for the best ways to serve at-risk youth and believes that helping the Nation's most at-risk youth population get high school diplomas, acquire basic and job-specific skills, and find good-paying jobs with futures will continue to be a significant and challenging goal. Strategies for attaining the goal will evolve as new and other promising models serving this population are tested through a planned research and evaluation agenda.

The main youth employment and training programs that have been evaluated with random assignment methods include the JTPA Title II-C out-of-school youth programs, JOBSTART, the Summer Training and Education Program, the Quantum Opportunity Program, and three demonstrations aimed at young women on AFDC. Other non-random assignment evaluations of youth programs have been conducted and, recently two economists have identified key characteristics of effective job training programs for youth.

The results for out-of-school youth in the National JTPA Study were disappointing and consequently, ETA began formal evaluations of promising, more intensive youth programs such as CET for out-of-school youth and the Quantum Opportunity Program for in-school youth. ETA also has begun a demonstration which saturates employment and training programs for youth in high-poverty neighborhoods, and is conducting labor market surveys in the target areas to see if this effort is successful in raising the employment rates of youth. ETA has joined with several national foundations and corporations in funding another model for a school-based learning element of School-to-Work.

While undertaking new demonstrations, ETA continues to evaluate current programs to learn what works and what needs improvement. For example, ETA is conducting a random assignment, national evaluation of the Job Corps program to assess its impact on the employment of the young Corps members; most enrollees live at Job Corps centers while in the program. Another study which began in 1993 is that of the net impact of the Job Corps program, and the initial report is scheduled for 1999. An evaluation has been initiated to assess the impact of ETA's Opportunity Areas for Out-of-School Youth pilot projects. A future evaluation will be designed and implemented to assess other at-risk youth demonstrations scheduled for implementation in 1999.

Recently, other study findings have been released to contribute to the overall knowledge base of programs that focus on in-school youth. For example, ETA and the Department of Education released a report of the first year of a national process evaluation of School-to-Work in 1997, and ETA released a report on the experiences and lessons of school-to-work/youth apprenticeship projects funded by DOL over the past few years.

To further address the at-risk youth priority, new pilots and demonstrations will be designed to improve services to low-income youth who have dropped out of high school or are on the verge of doing so, or who have high school diplomas, but lack the workplace and occupational skills to find jobs. Activities will encompass follow-on to replications of the Quantum Opportunities Program for at-risk students and the Center for Employment Training model for out-of-school youth to be completed in 1998.

Congress has recognized the importance of helping out-of-school youth become labor market successes by proposing to expand the opportunity area pilots for these youth during FY 1998. Pending final appropriations action, ETA plans to undertake a significant expansion of the Opportunity Areas for Out-of-School Youth pilot in FY 1999. Both the House and Senate Appropriations Committees have set aside FY 1999 funds pending authorizing legislation. Multi-year grants would be awarded for local designs based on proven models that show the best chance of substantially increasing employment among out-of-school youth in high poverty urban neighborhoods and rural areas such as current and future Enterprise Zones and Empowerment Communities. The long-term goal is to boost the employment rate of out-of-school youth in these communities from current levels of less than 50 percent to 80 percent and thus, have profound effects on all aspects of life in these areas.

Federal funds for each target site would gradually decline over the grant period, with State and local matching funds increasing over the same period. In about 15 to 20 communities, an estimated 50,000 youth annually would be served. After setting aside a small portion for technical assistance and training, funds would be provided to a mix of renewal sites and new grantees. Project design will take into consideration the results of current pilot tests of this initiative that started in 1996 in three sites (Chicago, Houston, Los Angeles) and expanded in 1997 into three additional sites (Boston, New York City, and Cumberland County KY).

Disadvantaged Adults, Including Welfare Recipients

The principal programs for adults that have been evaluated with random assignment research methods include JTPA Title IIA, several State welfare-to-work programs, a demonstration funded by the Rockefeller Foundation for minority single female parents, a demonstration funded by HHS to train women to become home health care aides, and the Supported Work demonstration.

In the National JTPA Study, over 20,000 applicants to training programs were randomly assigned to participant and control groups. At 30 months follow-up, adult men and women who received JTPA services were earning roughly \$850 a year more than controls. These results showed that the program paid for itself for adults, particularly adult women on AFDC, in terms of benefits to society within three years. In the 5-year follow-up report just released by GAO, earning gains for both adult men and adult women continued into the fourth and fifth year, although at a reduced level.

ETA took into account the available evaluation and research findings in designing the new Welfare-to-Work grant program. When the program is implemented, ETA will provide direct technical assistance to State and local sites to share evolving best practices for serving the eligible population -- the hardest-to-employ recipients.

Available now on the Internet is a paper on current welfare research findings that ETA has prepared for distribution to local areas. Some of these findings include the facts that a significant portion of people on AFDC will have serious health problems and other barriers to employment and may benefit from part-time employment initially, and that case management appears to be an important facet in the delivery of services to welfare recipients.

Various studies conducted of State welfare-to-work programs have found earnings gains for adult women generally in the range of 10 to 30 percent over controls. However, both participants and controls in these studies have very low earnings levels. Recent results from the California GAIN welfare-to-work program indicate quite large impacts on earnings. In two of the 6 sites, the study group earned as much as 34 and 48 percent increases over controls. The other four counties in the evaluation have positive, but smaller, impacts. Policy interpretations changed somewhat as a result of the longer follow-up. Evidence now exists to show that

immediate job placement and emphasis on case management are important depending on the needs of specific individuals.

ETA has noted the work of other researchers here and in Canada that assess strategies for welfare-to-work programs. Welfare-to-work programs they looked at were most successful with the objective of faster job finding for clients, and are generally not very effective in raising wages. Decreases in long-term joblessness and in receipt of AFDC tend to fade over time -- in large part because controls catch up. Other welfare-to-work studies show increases in the earnings of participants over controls, but the earnings are quite low. A Canadian and US study have demonstrated the use of incentives to overcome the disincentives to work provided by typical welfare programs. In each study, there was some improvement in work and welfare receipt for the participant groups -- in the US for single parent recipients more than new applicants or married women on AFDC.

To further the outcomes of the disadvantaged adult goal, ETA plans to research the adaptation of profiling techniques now being used for experienced, unemployed workers for use with the welfare-to-work population. Studies also will be undertaken to continue the exploration of better ways to address the job training and employment-related needs of particular target groups, such as disabled individuals, ex-offenders, and the hardest to employ welfare recipients.

ETA will continue implementation of a number of evaluations begun in 1998 and earlier, will support current and emerging priorities with studies and evaluations. Currently planned studies include those that will evaluate the implementation and impacts of (1) the dislocated worker program, (2) the One-Stop Career Center System, (3) Work Opportunity Tax Credits, and (4) the Employment Service's labor-exchange function.

Unemployment Insurance

ETA has a long history of conducting research and evaluations in an attempt to find ways of better serving its customers, to learn more about various aspects of the program in order to make it more efficient, and to understand the impact environmental factors have on the program. The research has led to program improvements through technological and process changes. The results of some research and demonstration projects -- e.g., profiling -- have led to integration of activities with other components of ETA which have strengthened the employment security system. ETA will continue to pursue research to document program characteristics and enhance program operations.

ETA is advocating increased equity and access through several actions States might take. One of these actions is implementation of an alternative base period and research is currently being conducted to determine the cost implications and implementation approaches for an alternative base period.

To find better ways to serve customers, several projects are underway. A customer satisfaction survey is undergoing final adjustments before being administered to claimants to determine a national base from which States can measure how well they are performing and where changes might be in order. Demonstration projects are evaluating the effectiveness of job search assistance approaches to determine the best way to serve claimants. Another project is evaluating the Worker Profiling Systems in an effort to improve them. Under consideration is a project that would assess the benefits and problems of electronic payments of UI benefits as well as taxes.

Additional projects to improve program operations and reduce needless loss of UI funds have been implemented. One project examines the deterrence or detection effect of in-depth eligibility reviews and investigations. Another project identifies areas of risk to the UI Program for loss of funds so that steps can be taken to reduce those risks. Overpayment detection is an important activity and methods of detection and tools used in the process are being evaluated and analyzed. Over payment recovery is the next logical step and methods for improvement are being researched.

There are research projects to learn more about the environment in which the UI Program functions. An employee leasing study has recently been completed which analyzes the impact of the industry on the UI program. Under consideration are projects that would evaluate the impact of independent contractors, examine the macroeconomic impact of UI and emerging economic trends, examine the changes to demographic and labor force mix and their impacts on the UI system, and examine the role of UI in the new economic environment. Other research projects will assist in better understanding the program and its needs. One project is analyzing the factors that determine the duration of UI benefit payments. A study of the EUC Program will assess its impact and provide useful knowledge about program aspects that might be used in the future. Under consideration is a project what would assess what the administrative funding need is for the program while another looks at how the private sector approaches similar funding problems. To properly manage the UI program, effective research is essential as it provides valuable information discussions and decisions concerning the program.

Employers and System-Building

Evaluations are part of integrated approach to program improvement and better outcome measures for client groups that also includes broad spectrum designs for research and pilot and demonstration efforts to develop and assess new program interventions. Also, the convening of work groups to evaluate and assess better methods of operation and cooperation within the agency and with other Federal agencies contributed to the strategic plan and will continue to be used to assess progress of plan goals and objectives.

For example, ETA initiated a workforce development performance measures work group composed of the several job training program offices within ETA and other Federal agency programs dealing with job training issues. The group is developing a set of common workforce

development indicators and measures for use by a broad range of training and employment programs. These new workforce development system performance measures -- both outcome and quality in nature -- will be researched, tested, and refined for use by ETA and its State and local intermediaries to measure and improve performance under GPRA.

Research and demonstration studies undertaken to support and enhance the outcomes of the strategic goals for employers and external system building include studies aimed at enhancing the new skills/occupation system and the identification of cross-functional skill requirements that are applicable to a variety of high-performance work settings and the continued building and implementation of new, integrated, workforce development systems through developing and testing innovative programs and practices in States and localities.

The large cost associated with collecting long-term outcomes such as job retention has been the primary reason that ETA has not required grantees and contractors to collect these data. Based on evaluation findings, ETA has begun to pilot the use of wage record data for follow-up in the JTPA program, including Job Corps. Wage record data offer the opportunity to track longer-term employment retention and earnings at lower costs. We anticipate that the authorizing legislation which will create a new workforce development system will promote this use of wage-record data.

PERFORMANCE MANAGEMENT

In addition to ETA's plans for conducting formal research, evaluations and demonstrations to assess program effectiveness, the agency plans on implementing a comprehensive Federal/State and local performance management and measurement system. Once implemented, this system will be used to report on program outputs and outcomes, and serve to help evaluate progress on achieving Strategic Plan goals and objectives. Integration of ETA programs with respect to Performance Management will be a high priority and is essential to achieving ETA Program Performance Goals. To realize increased performance results, ETA will employ three strategies: 1) identify those service providers who are the least effective in delivering services and provide them intensive technical assistance and incentives to improve program performance; 2) emphasize and support "continuous improvement" efforts by State and Local Program Deliverers in order to enhance all program services nationwide; 3) plan and implement a comprehensive performance management system at the Federal/State/local levels.

Implementing a comprehensive performance management system to accommodate the above strategies will require:

- Establishing service outcome measurements for all program areas.
- Setting minimum acceptable levels of performance for outcome measures.
- Enhancing data collection (quality, timeliness, verification and validation).

-
- Improving data analysis capability at all levels of ETA program administration via training and accountability.
 - Clarifying and establishing the roles and responsibilities of each ETA component with respect to Performance Management.
 - Developing a series of activities such as technical assistance products, training courses, joint review instruments, etc. for enhancing performance.
 - Implementing a method for assessing ETA's impact on ETA Grantees' ability to deliver quality services to our customers.

All of the above actions will require close coordination and collaboration with ETA partners, grantees and contractor as well as other interested Stakeholders. These efforts will encompass job training, labor exchange and income maintenance programs. ETA's Performance Management effort will be all inclusive of client groups (adult laid-off workers, youth, welfare recipients, etc.). The key to achieving success in improving performance will be the requiring of accountability by Federal, State and Local Administrators.

VII. DEPARTMENTAL STRATEGIC MANAGEMENT

INTRODUCTION

MANAGEMENT STRATEGIES

VII-A FINANCIAL MANAGEMENT

VII-B INFORMATION TECHNOLOGY LINKAGES

VII-C HUMAN RESOURCES

INTRODUCTION

In this section we will discuss the three cross-cutting management issues that affect every agency in the Department; i.e., financial management, information technology linkages and, human resources. In addition, in this introduction to those three issues, we will address a number of specific ETA cross-cutting management strategies (referenced in section 4) that impact on our ability to achieve our strategic objectives. A presentation of our strategic plan would be incomplete without addressing these ETA specific issues. As the chart below makes clear, these management strategies, when applied to our internal processes allow us to perform the activities that lead to the desired outcomes.



MANAGEMENT STRATEGIES: The following management strategies help steer ETA toward fulfilling its mission and achieving its Strategic Goals. The principles identified through these strategies are used in our planning, and are reflected in daily decision making.

- Strategy 1: Deploy a continuous improvement strategy, both internally and externally, that will enhance the quality of services delivered to the customers of the workforce developments system -- workers, job seekers and employers. This strategy is ETA's systematic approach for achieving and exceeding the results articulated in this plan.
- Strategy 2: Implement effective financial management practices within ETA that support program outcomes, resource management and safeguarding assets.
- Strategy 3: Enhance decision making by providing better quality, more relevant verifiable and more valid and timely program outcome information.

-
- Strategy 4: Increase managerial accountability through an effective personnel appraisal system which supports financial and performance management and program outcomes.
- Strategy 5: Implement planning and management systems to set and continually review strategic goals, annual performance plans, and the allocation of agency resources.
- Strategy 6: Explore organizational design alternatives - including reengineering, work redesign and operational improvements - to strengthen ETA through improved effectiveness and reduction of costs.
- Strategy 7: In partnership with our employees and their representatives, strive to become a high performance workplace.
- Strategy 8: Pursue a streamlined agency procurement system which maximizes competition and provides the best value for the Government at the lowest cost.
- Strategy 9: Maintain a grants/contracts management system which provides for ongoing oversight to detect fraud, waste, mismanagement and abuse, and provides timely and valued assistance to recipients.
- Strategy 10: Pursue systems development activities to integrate information technology with agency operations and take advantage of technology advancements.

VII-A. FINANCIAL MANAGEMENT

ETA's financial management activities support agency efforts that ensure Federal funds are properly accounted for and are effectively spent and to detect and prevent fraud, waste, mismanagement and abuse. In the coming years ETA's efforts will center around the need for improvements in the Agency's financial management systems and practices, and the needs and practices of the hundreds of grantees and contractors that administer programs that the Congress and Secretary have entrusted to the agency.

Activities or strategies to be undertaken over the coming years will be designed to support one or more of ETA's continuing financial management priorities, as follows:

- Modernization and improvement of Federal financial systems and processes.
- Implementation and support of the Government Performance and Results Act of 1993 (GPRA).
- Improved integrity of Federal financial operations and compliance with new requirements
- Oversight and support of grantee and contractor financial management.

Modernization and Improvement of Federal Financial Systems and Processes

ETA systems, including those that support financial management, must be modernized to meet Year 2000 compliance and support performance and financial management requirements demanded by GPRA. Presently, ETA supports a patchwork of systems and applications that provide necessary financial and performance information, but which are poorly integrated and not widely accessible throughout the agency. These current applications have proven inadequate with the increasing demands for information required by the Chief Financial Officers Act of 1990 and GPRA. The long term objective is to redesign the principal system used by ETA to manage all aspects of grant and contract activity -- Grant Contract Management Information System (GCMIS) -- to complement and support the Department of Labor Accounting and Reporting System (DOLAR\$) and other agency systems; better integrate financial and performance reporting, and cost information; and to increasingly take advantage of electronic communication between systems and partners.

Cooperative efforts have already begun to better integrate existing financial systems. ETA's Office of the Comptroller and the Office of the Chief Financial Office (OCFO) have been working closely to identify new areas of collaboration to address continuing problems and new demands. Initial efforts to further integrate ETA's GCMIS and DOLAR\$ should identify and resolve a number of problems and concerns raised by the Office of the Inspector General (OIG) and internally, improve management information and gain efficiencies. The work being done will also provide useful insights as we begin efforts to modernize and improve systems.

In cooperation with the OCFO and the OIG, major improvements have been made recently to two major financial systems maintained by the agency -- the Unemployment Insurance Service's Financial Management and Reporting System (FMRS) and Job Corps' Student Pay, Allotment and Management Information System (SPAMIS). An interface has been deployed to provide for the electronic transfer of accounting data between FMRS, DOLAR\$ and the Department of Treasury's Unemployment Trust Fund (UTF) accounting system. The FMRS will be completed in early FY 1998 when the Federal Employee Compensation (FEC) Accounts integrated into the FMRS. This will provide the Department with the first comprehensive, integrated accounting system for the UTF. These systems account for the billions of dollars collected from employers annually and paid by States to eligible individuals. For SPAMIS, an automated general ledger system has been recently installed in order to improve the accounting for the \$80 million per year of pay and allowances issued to Job Corps students. This new feature should ensure that high standards of accuracy and integrity are maintained.

Implementation and Support of GPRA

One of the continuing challenges for financial management staff throughout the agency will be to participate in the design and implementation of cost effective reporting requirements and analysis of information collected for ETA programs. It is essential that program managers have ready

access to information which is timely, reliable, automated, user friendly and fully satisfies their needs. An important element will be new efforts to develop and link managerial cost accounting information and performance data to program and agency goals, and to better integrate this information into the budget process. An equal priority will be training and support for users of financial management systems based on their responsibilities and needs, to ensure that available information is understood and appropriately used. We will be working with program offices and the OCFO to ensure the needs of financial and program officials are met.

Improved Integrity of Financial Operations and Compliance with New Requirements

The auditor's report accompanying the FY 1996 Financial Statement reported a number of findings, two of which were categorized as material weaknesses. One related to inadequate access restrictions in the GCMIS which is used to account for financial activities related to grants and contracts administered by ETA, and the other material weakness related to inadequate procedures to estimate a reserve for uncollectible accounts in the Unemployment Trust Fund (UTF) receivables. Both of these deficiencies will be corrected before the end of FY 1997. On October 1, 1997, ETA will introduce new security software into its GCMIS. This software will segregate duties and limit employee access to either the obligation module or the payment module maintained in GCMIS, but not both. With regard to the other finding related to the procedures for recording the UTF Receivable, management has agreed to apply procedures as recommended by the OIG to resolve and close the finding.

Recent audits have also identified a number of other internal control conditions that require additional action on our part. Through efforts to address internal control deficiencies and our own plans to review existing financial practices, we hope to increase efficiency, and eliminate duplicate and staff dependent practices. Continuing priorities include --

- Improvement of debt management activities to increase collections and comply with new legislative requirements.
- Implementation of corrective actions to improve the internal controls over UI trust fund accounting and reporting activities including efforts to (1) facilitate SESA efforts to improve UTF accounting systems through guidance letters and technical assistance, and (2) review Federal reporting requirements to ensure integration between the UTF accounting systems and the program reporting structure.
- Internal reviews and implementation of improvements in the management of grant and contract closeout activities and reduction of work backlogs.

Support of Recipient Financial Operations

ETA has been increasingly aware of the need for expert financial management assistance to ensure that program deliverers have the requisite management skills and expertise to administer ETA programs. GPRA will influence the Federal collection and use of financial information, and also the systems employed by our program grantees and contractors, since they are the providers of services and the primary source of information. This is occurring at the very same time ETA and its programs are undergoing considerable change.

With new workforce development and welfare to work legislation likely, and a new major out-of-school youth initiative under development, we anticipate considerable change occurring at the Federal, State and local levels and an increasing need for additional financial management services. Among the services expected are pre-award reviews to ensure new recipients of funds have the capacity and systems to administer them; on-site technical assistance in the design and development of required systems; financial management training and education; and development of technical assistance guides, based on best practices, to assist in the design of financial management and performance measurement systems.

VII-B. INFORMATION TECHNOLOGY LINKAGES

A significant part of the ETA vision of technology for the next five years centers around greatly increasing electronic communication between ETA its partners and its customer community and effectively providing labor related information to the public via the Internet.

Primary Support Activities:

ETA is working aggressively to implement an agency-wide Enterprise Information and Management system that will integrate program and financial reporting and tracking systems. This system is an essential component to ETA's Year 2000 compliance strategy consolidating reporting in one vehicle to avoid having to convert its obsolete reporting systems. This new system is being built using an Oracle database and will support all job training program reporting, all ETA financial tracking and grants management activities and will replace the current fragmented reporting systems that ETA now supports. Both the Enterprise Information and Management System and the redesigned financial management system, previously discussed, will support the broad spectrum of employment and training programs. Thus, these systems are linked to all of ETA's strategic goals. This redesign is focusing on integrating and utilizing data that are now currently being reported and easing the grantee reporting burden. The redesign will accommodate changes to data elements by the various program offices. This redesign will also allow for integration with Unemployment Insurance reporting systems and Job Corps reporting systems. As ETA implements the Welfare-to-Work program, reporting on implementation status and all related reporting will be included. Access to the Enterprise system will be via the Internet and Intranet.

ETA grantees will be able to electronically submit reports and other required information via the Internet as well as in other electronic forms. They will also have access via the Internet to the information specific to them as well as other public information. The use of this information, along with information provided via America's Labor Market Information System (ALMIS) will provide grantees and other parties interested in job training valuable information about job training programs and the resulting outcomes.

The Enterprise Information System will be able to provide information on specific programs, such as Employment Service, Unemployment Insurance, and Job Training Partnership Act for specific States and/or grantees as well as comparison of data across programs in a specified location. This information can then be used to measure performance outcomes of the various programs and look at long term trends. It will be publicly available on the Internet for use by program staff as well as any other interested parties to evaluate performance of particular programs and provide consumers with an additional information source to make an informed choice.

The foundation for the new system is now in place with the basic grant tracking. This segment is being enhanced and will be linked to all job training program specific data. The financial segments are being redesigned into Oracle and will be completed prior to the year 2000. Additional enhancements will be made to the basic systems. Overall, this is a long-term investment for ETA with the final products to be completed within the next 5 years.

Additionally, the Enterprise Management System will provide federal managers with better access to overall management information and will streamline the overall grants processing efforts within the agency. The ultimate goal is to provide an online capability for complete grant and contract processing for the grant recipient. The system will extend from the initial announcement to the conclusion of all administrative actions related to the grant. This would allow ETA to reduce the amount of time to award a grant and to more effectively manage that grant over the performance period. By linking the initial award with performance outcomes, overall accountability will be enhanced. In addition, with current, online management information, ETA will be able to enhance overall planning and support to all the programs in our charge. Key features of the system will include:

- Issuance of planning Instructions;
- Processing of Plans or Proposals, and Reports;
- Review and Approval of Plans; Selection of Grantee/Contractor, including electronic signature;
- Modifications, including waiver requests;

-
- Support for Monitoring/Technical Assistance; and
 - Processing of Audits and Recovery of Funds, and Grant Closeout.

ETA will also provide direct support to rebuild and enhance Federal/State/local performance management systems to provide the source data to measure performance of ETA programs. Supported activities will include incorporating wage record data, as appropriate, into grantee performance management systems; enhancing existing systems and designing new systems, where necessary; and providing technical assistance to grantees using direct assistance as well as advanced technology via the Internet and statistical analysis tools.

Secondary Support Activities:

The indirectly related automation capability described below is the infrastructure supporting the agency as a whole as well as all the primary support systems operating in that environment.

The future environment supporting the ETA vision of increased electronic information transfer includes a greatly enhanced telecommunications capability, the continuing upgrade of its Local Area Network (LAN) and desktop hardware and software (both office automation and application development software), a restructuring of applications in a client/server environment which will use the Internet to improve access to ETA's databases by external grantees and interested members of the public. All employees will have access to an array of DOL-wide Intranet services. An increasing number of employees will also participate in the flexiplace program and will require remote access to both network and Internet/Intranet services.

The network backbone must be upgraded to permit the closer integration of programmatic systems with the office automation environment and permit ETA to provide a single point of access to all services made available to the public and grantee customers. This network upgrade ensures sufficient bandwidth to support experimentation with multi-media and video-conferencing.

Outside connectivity to other computing resources will continue to grow rapidly in the next five years. Increasing access to ETA information resources by the grantee community is of vital importance to ETA and its customers. Communications to support this connectivity may include extensive use of Internet, connection into the ETA environment via a variety of gateways, and improved communications between ETA and the States utilizing both a joint BLS/ETA network of data lines linking States with a central hub operated by BLS, and the UINET network which will replace networks supporting the Interstates Benefits programs, UI Required Reporting System and the proposed Wage Record Inter-change System (WRIS). This access, combined with the availability of powerful analytical software tools, will be the foundation of ETA's performance management efforts.

LANs will remain the basic computing environment for office automation and many programmatic requirements for the next five years; however, these LANs will become increasingly integrated with the Internet/Intranet environment. Significant improvements in functionality, capacity, and performance will continue. ETA is completing its migration to a Windows-based workstation environment and application software must be totally redesigned to operate in a Windows environment, to utilize client/server technology, to provide public access to ETA's databases via the Internet, and lastly to ensure that all critical systems are successfully migrated to Year 2000 compliance. Systems and applications utilizing such products as electronic forms, improved routing capabilities, and client/server application technology will be developed to meet increasingly complex and geographically dispersed information access requirements.

Technology used to measure performance against goals

The Enterprise Information and Management System described in the Primary Support section above is the means by which ETA will measure grantee (and thus agency) progress against goals.

VII-C. HUMAN RESOURCES

The ETA strategy for accomplishing its mission lays out a demanding and, in some program areas, a vastly different role for ETA and will necessitate improved/ different functions/processes for ETA associates at all levels. To meet its performance goals, ETA must grow and change along a number of mutually reinforcing dimensions including workforce recruiting and human resource development, work organization and practices, and managing individual performance. Our human resource strategies must deliver a workforce that is skilled in the core competencies essential for excellence in providing effective assistance to state and local partners and for program management of services to youth and targeted programs.

ORGANIZATION STRUCTURE and HUMAN RESOURCES

ETA will reshape the workforce to organize and work in ways that will maximize human resources for mission delivery and align human resources with ETA goals.

To support an emphasis on a workforce development "system" and the importance of consolidation and integration, ETA will work increasingly in teams, both in place and cross-cutting. Human resource support will be available as teams form and determine their working parameters. We will streamline the ETA management structure and redirect supervisory positions to team leader and coach positions with greater emphasis on participating in work product and less on the traditional "oversight" role.

In order to support ETA's objective of working in a more integrated and horizontal manner a new Workforce Development Specialist position intern position will be implemented for systematic intake and development of the new workforce. Employees will spend the first two years

establishing a broad-base knowledge of ETA program areas and an understanding of program impact at the client level.

STAFFING, INCREASING DIVERSITY AND COMPETENCY-BASED LEARNING

ETA will rebuild the workforce by recruiting, staffing and developing competencies targeted to ETA's program goals and in support of improved diversity. ETA has been downsizing since 1981, with an overall 60% reduction in staff. We expect to continue through the year 2001 to experience heavy losses at the expert level in several occupations due to retirement. Presently, we have less than 1% of our employees in the "career pipelines" or trainee levels.

We will use our Federal Administrative funding to begin to rebuild the employee cadre in the career pipeline which has been virtually eliminated by years of downsizing. New hires will be primarily for entry levels into the new Workforce Development Specialist positions and for specialized technical expertise. A variety of recruiting and intake methods will be used in order to access the best available talent and provide a diverse workforce. We will increase the use of technology to advertise and maintain information on the applicant pool. This includes building Internet e-mail data bases that will target and automatically send recruiting information and job announcements to a diverse list of schools and to our state and local partners. We will make use of volunteer and paid internships to attract students from a broad array of backgrounds and schools to learn and contribute to ETA's mission.

In order to meet the goals to which we have committed it will be necessary for every employee to use their full talents. This means creating an organization that provides the opportunity for every employee to learn continuously. In partnership ETA is developing a workforce investment strategy which will launch a reinvigorated, mission-driven, competency-based human resource development program which will authentically model the concern for education, skill-building and life-long learning. ETA has identified the front line and leadership "core competencies" needed to be high performers. During the next five years, each employee will have the opportunity to be assessed against these competencies through a database software package that will provide confidential assessment as well as management information regarding organization skill levels. Core curricula will be developed to support a variety of learning opportunities for each competency and on-line competency-based learning resource guides will be available to all employees on the Intranet.

LABOR RELATIONS

ETA has spent a considerable time over the last two years implementing its Streamlining Plan and planning for organizational change. All of this redesign study has been done in partnership with our employees and their representatives. Items we expect to explore as we move forward are training across program lines, increased job mobility of employees, roles and responsibilities of team members and team leaders, and impact on employees of restructuring the organization. While there may be some significant changes in organizational structure and the nature and scope of work, we are committed to carrying this out in partnership. Therefore, we fully expect that difficult labor relations issues will be avoided.

LINKING INDIVIDUAL AND ORGANIZATIONAL PERFORMANCE

ETA will build reward systems to support and reinforce ETA's high performance culture and its program performance goals. Through the continuous improvement of local Awards Teams we will foster an environment which increases employee empowerment, openness and creativity in recognizing individual and team performance. A new Team Assessment Sheet will be piloted in the National Office to recognize contributions to cross-cutting and special task teams. Individual performance standards will systematically be aligned with organization performance measures and significant coaching and training will be provided in joint supervisor-employee classes.

VIII. PERFORMANCE MEASURES MATRIX

Department Goal: <i>Lifelong Learning and Skill Development</i>	
Agency Strategic Goal: Improve systems to enhance and leverage investments in service delivery for youth, adults and employers, and to improve the functioning of labor markets.	
Performance Goals/Objectives:	Performance Measures/Indicators:
<ul style="list-style-type: none">• Increase coordination and consolidation of workforce development programs and services at the Federal, State and local levels through the expansion of the One-Stop Career Center System to include 95 percent of all local SESA and JTPA offices by the end of PY 2002. <p>By the end of PY 1998,</p> <p>By the end of PY 1999,</p> <p>By the end of PY 2000,</p> <p>By the end of PY 2001,</p> <p>By the end of PY 2002,</p>	<p>Percentage of local SESA and JTPA offices that have become one-stop career centers</p> <p>20% of local offices will have become one-stop career centers</p> <p>40% will be one-stop career centers</p> <p>60% will be one-stop career centers</p> <p>80% will be one-stop career centers</p> <p>95% will be one-stop career centers</p>

Department Goal: <i>Lifelong Learning and Skill Development</i>	
Agency Strategic Goal: Improve systems to enhance and leverage investments in service delivery for youth, adults and employers, and to improve the functioning of labor markets.	
Performance Goals/Objectives:	Performance Measures/Indicators:
<ul style="list-style-type: none"> • Increase customer satisfaction with information and services available. <p>By the end of PY 1998,</p> <p>By the end of PY 1999,</p> <p>By the end of PY 2000,</p> <p>By the end of PY 2001,</p> <p>By the end of PY 2002,</p>	<p>Develop information collection strategy, begin surveys and establish a baseline.</p> <p>Provide training to State and local managers and implement continuous improvement systems/establish goals</p> <p>improve customer satisfaction by x</p> <p>improve customer satisfaction by x</p> <p>improve customer satisfaction by x</p>

Department Goal: <i>Lifelong Learning and Skill Development</i>	
Agency Strategic Goal: Improve systems to enhance and leverage investments in service delivery for youth, adults and employers, and to improve the functioning of labor markets.	
Performance Goals/Objectives:	Performance Measures/Indicators:
<ul style="list-style-type: none"> Develop and implement a system which enables the workforce development system to maximize the use of available resources in a cost effective and efficient manner by the end of PY 2002. <p>By the end of PY 1998,</p> <p>By the end of PY 1999,</p> <p>By the end of PY 2000,</p> <p>By the end of PY 2001,</p> <p>By the end of PY 2002,</p>	<p>Establish a shared performance measurement system which facilitates decision-making at all levels, fosters accountability, measures return on investment, focuses on outcomes, provides the basis for continuous improvement, and moves toward fewer, more crosscutting measures across programs</p> <p>Launch and implement the performance measurement system and provide technical assistance</p> <p>Fully implemented by all States.</p> <p>Maintain full participation.</p> <p>Maintain full participation.</p>

Departmental Goal: <i>Lifelong Learning and Skill Development</i>	
Agency Strategic Goal: Expand the effectiveness of the temporary income maintenance programs in order to meet the needs of the 21st century economy while continuing to deliver high quality and timely service to existing customers.	
Performance Goals/Objectives:	Performance Measures/Indicators:
<p>Increase the proportion of unemployed workers, including low-wage and part-time workers, who receive temporary income support.</p> <p>It is currently 36%.</p> <p>By the end of FY 1998</p> <p>By the end of FY 1999</p> <p>By the end of FY 2000</p> <p>By the end of FY 2001</p> <p>By the end of FY 2002</p>	<p>The ratio of the persons claiming UI benefits to total unemployed will be:</p> <p>36%</p> <p>37%</p> <p>38%</p> <p>39%</p> <p>40%</p>

Departmental Goal: <i>Lifelong Learning and Skill Development</i>	
Agency Strategic Goal: Expand the effectiveness of the temporary income maintenance programs in order to meet the needs of the 21st century economy while continuing to deliver high quality and timely service to existing customers.	
Performance Goals/Objectives:	Performance Measures/Indicators:
<p>Increase the wage replacement ratio of the average weekly benefit paid.</p> <p>The national average is currently 36%.</p> <p>By the end of FY 1998</p> <p>By the end of FY 1999</p> <p>By the end of FY 2000</p> <p>By the end of FY 2001</p> <p>By the end of FY 2002</p>	<p>The national average UI wage replacement ratio will be:</p> <p>36%</p> <p>37%</p> <p>38%</p> <p>39%</p> <p>40%</p>

Departmental Goal: <i>Lifelong Learning and Skill Development</i>	
Agency Strategic Goal: Expand the effectiveness of the temporary income maintenance programs in order to meet the needs of the 21st century economy while continuing to deliver high quality and timely service to existing customers.	
Performance Goals/Objectives:	Performance Measures/Indicators:
Develop solvency measures and identify appropriate reserve levels.	There is currently no generally accepted measure of reserve adequacy upon which a solvency standard could be based.
By the end of FY 1998	ETA will issue a program letter describing adequate reserve levels and indicating appropriate measures.
By the end of FY 1999	To be determined
By the end of FY 2000	To be determined
By the end of FY 2001	To be determined
By the end of FY 2002	To be determined

Departmental Goal: <i>Lifelong Learning and Skill Development</i>	
Agency Strategic Goal: Expand the effectiveness of the temporary income maintenance programs in order to meet the needs of the 21st century economy while continuing to deliver high quality and timely service to existing customers.	
Performance Goals/Objectives:	Performance Measures/Indicators:
<p>Increase the proportion of UI claimants receiving reemployment assistance.</p> <p>The national average is currently 35%.</p> <p>By the end of FY 1998</p> <p>By the end of FY 1999</p> <p>By the end of FY 2000</p> <p>By the end of FY 2001</p> <p>By the end of FY 2002</p>	<p>The national average of UI claimants receiving reemployment assistance will be:</p> <p>36%</p> <p>38%</p> <p>40%</p> <p>42%</p> <p>44%</p>

Departmental Goal: <i>Lifelong Learning and Skill Development</i>	
Agency Strategic Goal: Expand the effectiveness of the temporary income maintenance programs in order to meet the needs of the 21st century economy while continuing to deliver high quality and timely service to existing customers.	
Performance Goals/Objectives:	Performance Measures/Indicators:
<p>National performance will meet or exceed the Secretary's Standards (SS) for initial claim promptness and appeals promptness:</p> <p>-- Initial Claim Promptness, Intrastate: 87% within 14 days of first compensable week ending date in waiting week States and within 21 days in nonwaiting week States;</p> <p>-- Initial Claim Promptness, Interstate: 70% within 14 days of first compensable week ending date in waiting week States and within 21 days in non waiting week States:</p> <p>-- Lower Authority Appeals Promptness: 60% within 30 days and 80% within 45 days..</p> <p>By the end of FY 1998</p> <p>By the end of FY 1999</p> <p>By the end of FY 2000</p> <p>By the end of FY 2001</p> <p>By the end of FY 2002</p>	<p>Current SS's are in effect until the establishment of "key" measures and revised performance criteria under UI PERFORMS. The current SS's are:</p> <p>-- Initial Claims Promptness, Intrastate: 87% within 14 days of first compensable week ending date in waiting week states and within 21 days in nonwaiting week states;</p> <p>-- Initial Claims Promptness, Interstate: 70% within 14 days of first compensable week ending date in waiting week states and within 21 days in nonwaiting week states;</p> <p>-- Lower Authority Appeals Promptness: 60% within 30 days and 80% within 45 days.</p> <p>Meet or exceed criteria</p> <p>Meet or exceed criteria</p> <p>Meet or exceed criteria</p> <p>Meet or exceed criteria</p> <p>Meet or exceed criteria</p>

Departmental Goal: <i>Lifelong Learning and Skill Development</i>	
Agency Strategic Goal: Employers value the public workforce development system managed by ETA and its partners.	
Performance Goals/Objectives:	Performance Measures/Indicators:
<p>The number of quarterly UI Tax and Wage Reports files on a timely basis by employers voluntarily complying with filing and payment dates will improve by ___ percent between 1997 and 2002.</p> <p>89% of reports were filed on time by employers in 1996.</p> <p>By the end of FY 1998</p> <p>By the end of FY 1999</p> <p>By the end of FY 2000</p> <p>By the end of FY 2001</p> <p>By the end of FY 2002</p>	<p>The percentage of tax and wage reports filed on time will be studied and a benchmark or criterion established.</p> <p>89%</p> <p>To be determined</p> <p>To be determined</p> <p>To be determined</p> <p>92%</p>

Department Goal: <i>Lifelong Learning and Skill Development</i>	
Agency Strategic Goal: Increase the number of America's youth, particularly at-risk youth, who make a successful transition into the labor force resulting in self-sufficiency.	
Performance Goals/Objectives:	Performance Measures/Indicators:
By the end of FY 1998,	By 2000, two million youth will be actively engaged in school-to work activities. 1 million
By the end of FY 1999,	1.5 million
By the end of FY 2000,	2 million
By the end of FY 2001,	
By the end of FY 2002,	
By the end of FY 1998,	Percent of high schools with key school-to-work components. 15% of high schools with key school-to-work components
By the end of FY 1999,	25% of high schools with key school-to-work components.
By the end of FY 2000,	30% of high schools with key school-to-work components.
By the end of FY 2001,	
By the end of FY 2002,	

Department Goal: <i>Lifelong Learning and Skill Development</i>	
Agency Strategic Goal: Increase the number of America's youth, particularly at-risk youth, who make a successful transition into the labor force resulting in self-sufficiency.	
Performance Goals/Objectives:	Performance Measures/Indicators:
By the end of FY 1998,	Percent of participating employers providing work-based learning slots. 30%
By the end of FY 1999,	35%
By the end of FY 2000,	40% of all participating employers (240,000) offer work-based learning slots.
By the end of FY 2001,	
By the end of FY 2002,	

Department Goal: <i>Lifelong Learning and Skill Development</i>	
Agency Strategic Goal: Increase the number of America's youth, particularly at-risk youth, who make a successful transition into the labor force resulting in self-sufficiency.	
Performance Goals/Objectives:	Performance Measures/Indicators:
<ul style="list-style-type: none"> • Increase number of youth retained in jobs and increasing earnings resulting in self-sufficiency. • Enhance employability and increase educational attainment levels of program terminees. <p>By the end of FY 1998,</p>	<p>--For the JTPA, Title II-C Youth program:</p> <p>The percentage of youth terminating with a positive outcome either through entering unsubsidized employment or attaining an enhancement such as receiving an academic credential (diploma, GED, AA, etc.), or achieving assessed skill gains, or obtaining occupational skills will increase from a baseline of 70%.</p> <p>From FY 1999 to FY 2002 these measures will increase by 1% per year.</p>

Department Goal: <i>Lifelong Learning and Skill Development</i>	
Agency Strategic Goal: Increase the number of America's youth, particularly at-risk youth, who make a successful transition into the labor force resulting in self-sufficiency.	
Performance Goals/Objectives:	Performance Measures/Indicators:
<ul style="list-style-type: none"> • Increase the number of youth retaining jobs and increase earnings resulting in greater self sufficiency. • Enhance employability and increase educational attainment levels of program terminees. <p>By the end of FY 1998;</p>	<p>For Bureau Apprenticeship & Training:</p> <p>Will complete upgrade of information system and develop a baseline for the following measures:</p> <ul style="list-style-type: none"> - youth entering registered apprenticeship and other registered work-based training programs. - average wage at registration - number of minorities and females entering apprenticeship registration. <p>In collaboration with State Apprenticeship Agencies/Councils and other workforce development system stakeholders will identify baseline retention, earnings and other measures /indicators. Will also establish measures for the out years through FY 2002.</p>

Department Goal: <i>Lifelong Learning and Skill Development</i>	
Agency Strategic Goal: Increase the number of America's youth, particularly at-risk youth, who make a successful transition into the labor force resulting in self-sufficiency.	
Performance Goals/Objectives:	Performance Measures/Indicators:
<ul style="list-style-type: none"> • Increase the number of youth retaining jobs and increase earnings resulting in greater self sufficiency. • Enhance employability and increase educational attainment levels of program trainees. 	<p>For Job Corps:</p> <p>By the end of PY 1998:</p> <ul style="list-style-type: none"> - number of trainees entering employment or further education: 75% - at average hourly placement wage (for trainees entering employment) of \$6.00 <p>By the end of PY 1999:</p> <ul style="list-style-type: none"> - number of trainees entering employment or further education: 75% - at average hourly placement wage of \$6.15 <p>The above performance measures and indicators are not projected through 2002.</p> <p>During PY 1998, we will be collecting data to develop baseline measures for:</p> <ul style="list-style-type: none"> - post-program job retention - post-program earnings gains <p>(Information currently not available; will require new reporting mechanism and a year of data collection to identify baseline retention and earnings increases. These indicators will replace those noted above)</p> <p>By the end of 2000, 2001 and 2002:</p> <ul style="list-style-type: none"> post program job retention - TBD post program earnings gains - TBD.

Department Goal: <i>Lifelong Learning and Skill Development</i>	
Agency Strategic Goal: Increase the number of America's youth, particularly at-risk youth, who make a successful transition into the labor force resulting in self-sufficiency.	
Performance Goals/Objectives:	Performance Measures/Indicators:
By the end of FY 1998,	Increase employment rate of out-of-school youth in high poverty areas served by grants under the Opportunity for Out of School Youth program, over the long term.
By the end of FY 1999,	Design and implement program.
By the end of FY 2000,	Establish baseline
By the end of FY 2001,	50%
By the end of FY 2002,	50%
	60%

Department Goal: <i>Lifelong Learning and Skill Development</i> <i>Promoting Welfare to Work</i> <i>Helping Working Americans Balance work and Family</i>	
Agency Strategic Goal: Maximize employment for adult unemployed, disadvantaged, welfare recipients and dislocated workers, including those impacted by trade policies.	
Performance Goals/Objectives:	Performance Measures/Indicators:
<ul style="list-style-type: none"> Maximize employment for targeted adults. 	<p>Adult Programs within JTPA for PY 98 through PY 2002:</p> <p>For II-A Adult Terminees: The JTPA program will increase the measures in the following manner using the baseline of PY 95 for PY 98: -Employed 20 hours or more rate: 59% -Followup Employed (20) rate: 58% -Followup avg weekly earning: \$267</p> <p>The percentage increase from PY98 to PY2002 for the above measures follow: -EER: Increase over base to 2002: 3% -Followup rate: " ": 3% -Avg Weekly earn: " ": 5%</p> <p>For Welfare to Work Initiative: As a proxy measure, JTPA PY95 data for Welfare recipients is used:</p> <p>-Employed 20 hrs or more rate: 55% -Followup Employed (20 hrs) rate: 51% -Followup avg weekly earnings: \$254</p> <p>The percentage increase from PY98 to PY2002 for above measures based upon trends for subgroup: -Employed 20 hrs or more rate: 3% -Followup rate: " ": 3% -Followup Avg Weekly earnings: 5%</p> <p>.</p>

Department Goal: <i>Lifelong Learning and Skill Development</i> <i>Promoting Welfare to Work</i> <i>Helping Working Americans Balance work and Family</i>	
Agency Strategic Goal: Maximize employment for adult unemployed, disadvantaged, welfare recipients and dislocated workers, including those impacted by trade policies.	
Performance Goals/Objectives:	Performance Measures/Indicators:
Maximize employment for targeted adults: By the end of FY 1998, By the end of FY 1999, By the end of FY 2000, By the end of FY 2001, By the end of FY 2002,	For dislocated workers Title III, (where available)* ¹ -- Entered Employment at Termination 73% 74% 74% 74% 74% <small>*¹ Baseline is Program Year (PY) 1995 JTPA Title III data. Baseline will be adjusted when PY 1996 data available.</small>
By the end of FY 1998, By the end of FY 1999, By the end of FY 2000, By the end of FY 2001, By the end of FY 2002,	Entered Employment at 13 Week Followup. 75% 76% 76% 76% 76%
By the end of FY 1998, By the end of FY 1999, By the end of FY 2000, By the end of FY 2001, By the end of FY 2002,	Wage Replacement at Termination 93% 93% 93% 93% 93%
By the end of FY 1998, By the end of FY 1999, By the end of FY 2000, By the end of FY 2001, By the end of FY 2002,	Wage Replacement at 13 Week Followup 97% 97% 97% 98% 98%

Department Goal: <i>Lifelong Learning and Skill Development</i> <i>Promoting Welfare to Work</i> <i>Helping Working Americans Balance work and Family</i>	
Agency Strategic Goal: Maximize employment for adult unemployed, disadvantaged, welfare recipients and dislocated workers, including those impacted by trade policies.	
Performance Goals/Objectives:	Performance Measures/Indicators:
Same goals as above.	For apprenticeship, by the end of FY 1998 develop baseline for the following measures: adults entering registered apprenticeship; and other work based training programs; Average wage at registration; Number of women and minorities--in collaboration with State Apprenticeship Agencies/Councils and other workforce development system stakeholders will identify baseline retention, earnings and other measure indicators. Will also establish measures for the out years through FY 2002
For One-Stop Employment Service, increase the total number of persons receiving Job Search assistance by 30 percent from 1998 to 2002; and increase the total number finding jobs by 25 percent.	Number of additional persons receiving job search assistance will increase by 720,000 each year, using 12 million as a base; and increase the number of finding jobs by 200,000 each year, using 4 million as a base.

Department Goal: <i>Lifelong Learning and Skill Development Promoting Welfare-to-Work and Helping Working Americans Balance Work and Family.</i>	
Agency Strategic Goal: Maximize employment for adult unemployed, disadvantaged, welfare recipients and dislocated workers, including those impacted by trade policies.	
Performance Goals/Objectives	Performance Measures/Indicators
<p>The average JTPA, Section 402 Migrant and Seasonal Farmworker Program grantee Entered Employment Rate will increase from the PY 1995 rate of 75.8 percent by 2.5 percent by the end of PY 2002¹.</p> <p>By the end of PY 1998,</p> <p>By the end of PY 1999,</p> <p>By the end of PY 2000,</p> <p>By the end of PY 2001,</p> <p>By the end of PY 2002,</p> <p>¹Achievement of this performance goal and objective assumes no change in the departure point for the entered employment rate established for PY 1996 during the period covered by the performance goal and objective.</p>	<p>Entered Employment Rate (EER)</p> <p>76%</p> <p>76.5%</p> <p>77%</p> <p>77%</p> <p>78%</p>

Department Goal: <i>Lifelong Learning and Skill Development Promoting Welfare-to-Work and Helping Working Americans Balance Work and Family.</i>	
Agency Strategic Goal: Maximize employment for adult unemployed, disadvantaged, welfare recipients and dislocated workers, including those impacted by trade policies.	
<p>The average JTPA, Section 401 Indian and Native American Program grantees' Entered Employment Rate will increase 6.2 percent (3.2 percentage points) over the projected PY 1996 national average rate of 52.0 percent by PY 2002¹.</p> <p>By the end of PY 1998</p> <p>By the end of PY 1999</p> <p>By the end of PY 2000</p> <p>By the end of PY 2001</p> <p>By the end of PY 2002</p> <p><small>Achievement of this performance goal and objective assumes no change in the departure point for the entered employment rate established for PY 1996 during the period covered by the performance goal and objective.</small></p>	<p>JTPA, Section 401 Program Grantee National Average Entered Employment Rate (EER) Achievement.</p> <p>52.% Grantee National Average Entered Employment Rate</p> <p>53% Grantee National Average Entered Employment Rate</p> <p>54% Grantee National Average Entered Employment Rate</p> <p>54% Grantee National Average Entered Employment Rate</p> <p>55% Grantee National Average Entered Employment Rate</p>

Department Goal: <i>Lifelong Learning and Skill Development Promoting Welfare-to-Work and Helping Working Americans Balance Work and Family.</i>	
Agency Strategic Goal: Maximize employment for adult unemployed, disadvantaged, welfare recipients and dislocated workers, including those impacted by trade policies.	
For SCSEP, the number of participants that are placed will increase each year.	The percentage of participants placed into Unsubsidized Employment increases each year.
By the end of PY 1998	21%
By the end of PY 1999	22%
By the end of PY 2000	23%
By the end of PY 2001	24%
By the end of PY 2002	25%

Department Goal: <i>Lifelong Learning and Skill Development Promoting Welfare-to-Work and Helping Working Americans Balance Work and Family.</i>	
Agency Strategic Goal: Maximize employment for adult unemployed, disadvantaged, welfare recipients and dislocated workers, including those impacted by trade policies.	
<p>The Disability Grant program will increase the PY 1997 Entered Employment by 10 percentage points by PY 2002.</p> <p>By the end of PY 1998,</p> <p>By the end of PY 1999,</p> <p>By the end of PY 2000,</p> <p>By the end of PY 2001,</p> <p>By the end of PY 2002,</p>	<p>Entered Employment Rate (EER)</p> <p>47%</p> <p>49%</p> <p>51%</p> <p>53%</p> <p>55%</p>
<p>Design and implement new and revised Trade Adjustment Assistance and NAFTA TAA reporting and performance measurement system that provides information sufficient to measure program effectiveness.</p> <p>By the end of FY 1998,</p> <p>By the end of FY 1999,</p> <p>By the end of FY 2000,</p> <p>By the end of FY 2001,</p> <p>By the end of FY 2002,</p>	<p>Design and implement new reporting system for the Trade Adjustment Assistance program, and develop performance measures with the objective of obtaining a 72% entered employment rate at termination.</p> <p>^{*1} Baseline is Program Year (PY) 1995 JTPA Title III data. Baseline will be adjusted when PY 1996 data available. Similar data will be developed for dislocated workers served under the TAA and NAFTA-TAA programs and will be incorporated into the baseline when available.</p>

Department Goal: <i>Lifelong Learning and Skill Development</i>	
Agency Strategic Goal: Increase employer use of and satisfaction with the public workforce development system managed by ETA and its partners.	
Performance Goals/Objectives:	Performance Measures/Indicators:
<ul style="list-style-type: none"> • Increase the number of employers listing jobs in America's Job Bank by 50 percent, using PY 1997 as a baseline. <p>By the end of PY 1998,</p> <p>By the end of PY 1999,</p> <p>By the end of PY 2000,</p> <p>By the end of PY 2001,</p> <p>By the end of PY 2002,</p>	<p>Increase the number of employers listing jobs on AJB by 10% over PY 1997;</p> <p>increase by 20% from baseline;</p> <p>increase by 30% from baseline;</p> <p>increase by 40% from baseline;</p> <p>increase by 50% from baseline.</p>
<ul style="list-style-type: none"> • Increase the number of resumes in America's Talent Bank by 100 percent, using PY 1997 as a baseline. <p>By the end of PY 1998,</p> <p>By the end of PY 1999,</p> <p>By the end of PY 2000,</p> <p>By the end of PY 2001,</p> <p>By the end of PY 2002,</p>	<p>Increase the number of resumes in ATB by 20% over PY 1997;</p> <p>increase by 40% from baseline;</p> <p>increase by 60% from baseline;</p> <p>increase by 80% from baseline;</p> <p>increase by 100% from baseline.</p>

Department Goal: <i>Lifelong Learning and Skill Development</i>	
Agency Strategic Goal: Increase employer use of and satisfaction with the public workforce development system managed by ETA and its partners.	
Performance Goals/Objectives:	Performance Measures/Indicators:
<ul style="list-style-type: none"> • Increase the level of employer satisfaction with workforce development products and services delivered by ETA and its partners. <p>By the end of PY 1998,</p> <p>By the end of PY 1999,</p> <p>By the end of PY 2000,</p> <p>By the end of PY 2001,</p> <p>By the end of PY 2002,</p>	<p>Develop information collection strategy, begin surveys and establish baselines and goals.</p> <p>to be determined</p> <p>to be determined</p> <p>to be determined</p> <p>to be determined</p>
<ul style="list-style-type: none"> • Increase the percentage of quarterly UI Tax and Wage Reports filed on a timely basis by employers voluntarily complying with filing and payment dates. <p>By the end of FY 1998,</p> <p>By the end of FY 1999,</p> <p>By the end of FY 2000,</p> <p>By the end of FY 2001,</p> <p>By the end of FY 2002,</p>	<p>The percentage of tax and wage reports filed on time will be studied and a benchmark or criterion established. 89.3% of reports were filed on time by employers in 1996.</p> <p>89% or above</p> <p>To be determined</p> <p>To be determined</p> <p>To be determined</p> <p>92%</p>

Department Goal: <i>Departmental Strategic Management</i>	
Agency Management Goal: In partnership with employees and their representatives, ETA will be an employer that values and invests in each employee.	
Performance Goals/Objectives:	Performance Measures/Indicators:
<ul style="list-style-type: none"> Key employee satisfaction indicators for health, safety, well-being and motivation show improvement. <p>By the end of FY 1998,</p> <p>By the end of FY 1999,</p> <p>By the end of FY 2000,</p> <p>By the end of FY 2001,</p> <p>By the end of FY 2002,</p>	<p>Identify key indicators, collect information and develop baseline.</p> <p>TBD</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>
<ul style="list-style-type: none"> Increase number of employees receiving mission-related competency-based training. <p>By the end of FY 1998,</p> <p>By the end of FY 1999,</p> <p>By the end of FY 2000,</p> <p>By the end of FY 2001,</p> <p>By the end of FY 2002,</p>	<p>400</p> <p>625</p> <p>850</p> <p>1,075</p> <p>1,300</p>

Department Goal: <i>Departmental Strategic Management</i>	
Agency Management Goal: Implement effective financial management practices within ETA that support program outcomes, resource management and safeguarding assets.	
Performance Goals/Objectives:	Performance Measures/Indicators:
<ul style="list-style-type: none"> Maintain the integrity and stewardship of ETA's financial resources by: <i>ensuring that ETA financial systems and procedures comply with all applicable accounting and financial system standards, laws and regulations, policies, and practices.</i> <p>By the end of FY 1998,</p> <p>By the end of FY 1999,</p> <p>By the end of FY 2000,</p> <p>By the end of FY 2001,</p> <p>By the end of FY 2002,</p>	<p>In conjunction with the CFO, prepare an action plan to implement a managerial cost accounting system consistent with Statements of Federal Financial Accounting Standards (SFFAS) No.4 -- Managerial Cost Accounting.</p> <p>Develop a corrective action plan to address any reportable conditions identified in the 1997 annual audit conducted by OIG.</p> <p>Complete action begun in FY 1997 to address material weaknesses in the 1996 audit.</p> <p>Implement an agency-wide cost accounting system.</p> <p>Complete redesign plan for GCMIS - ETA's grants and contracts management information system.</p> <p>Maintain compliance with all applicable accounting and financial system standards.</p> <p>Complete redesign of GCMIS modules.</p>